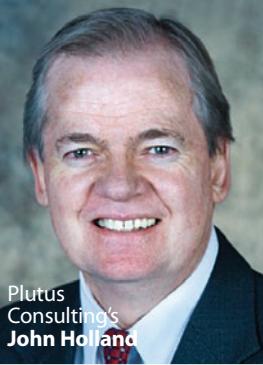


**MONEY MATTERS:** "Procrastination is not a business strategy," PG.18



Plutus  
Consulting's  
John Holland

# Today's Trucking

The Business Magazine of Canada's Trucking Industry

## CANADA'S Top 100 A Special Issue

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Our annual tally of Canada's  
biggest for-hire carriers

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7 products with  
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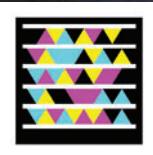
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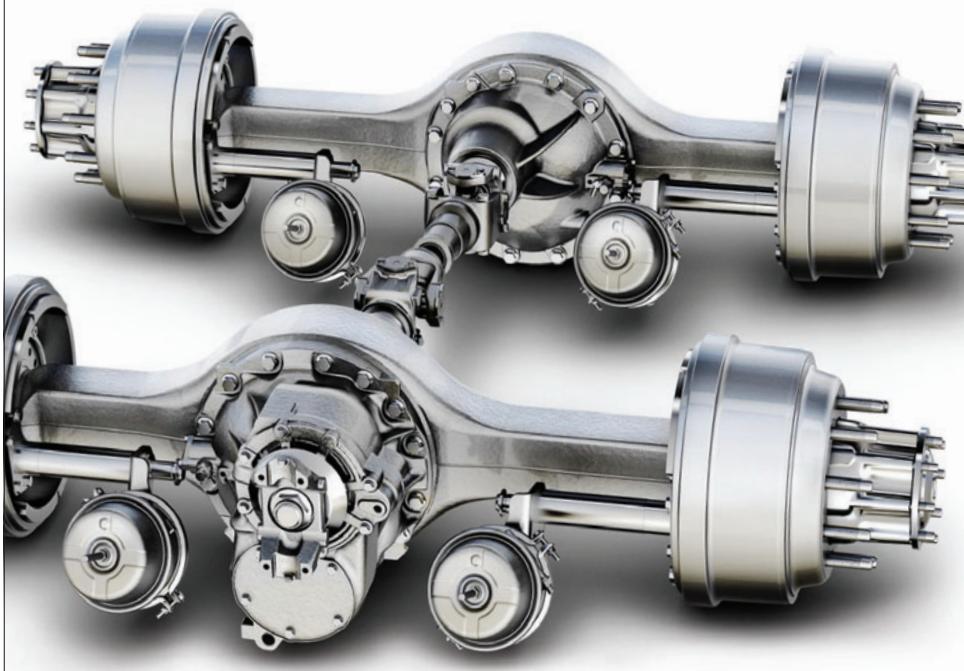
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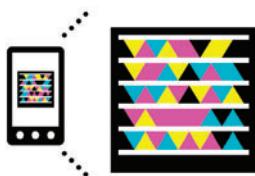
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The Business Magazine of Canada's Trucking Industry

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## Letters to the Editor

Email [peter@newcom.ca](mailto:peter@newcom.ca) or send a letter to Newcom Business Media, 451 Attwell Dr., Toronto, ON M9W 5C4



### Where's Mom When You Need Her?

Re: "Trucks Need More Parking. Lots." By Rolf Lockwood, Jan. 2012.

This was a time when you could stop at almost any exit and get a decent meal at a mom-and-pop truck stop. There were so many places to choose from and no problem finding a place to get some much-needed rest and some human interaction. Even the rest areas seemed to be more personable and enjoyable.

Then something happened when the larger restaurant chains moved in and began to monopolize these rest areas and they became places merely to rest, eat and use the facilities.

The well-known exits where you could get a different kind of atmosphere and meal became the grave sites of the mom-and-pop locations that were closing down faster than you could pull off the highway. There was a real sense that things were changing and that the once important and respected career drivers were being led to feed at the highway troughs with the masses.

Our problem is not just in Canada either. I recall one experience traveling through West Virginia following another driver who was so tired he was weaving all over the road. I got him on the CB and told him he really should stop and get some sleep. What I didn't realize was that he had

just pulled back onto the highway because the previous truck stop had "no room at the inn." We decided to stick together and I would keep him talking and awake until the next exit to try to get a place to park.

This was when I decided that maybe what I was doing wasn't considered an important part of society anymore, and if I had anything to offer, it wasn't considered worthy of at least a place to shut down, have a shower and get some rest.

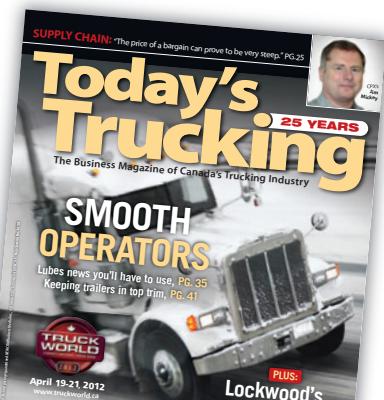
The people who are setting the rules for the HOS didn't have a clue as to what we were dealing with out there and it didn't seem to matter because no one seemed to be doing anything about this problem. In your words, they still haven't. I can't believe the once-valued vocation had come to nothing more than a bunch of faceless metal driving up and down the road hauling the "sold to the lowest bidder" product and wanting it "just in time." How's my driving now?

I think our government should look at offering some tax incentives to encourage the mom-and-pops out there to provide drivers with parking as well as human interaction. People helping people benefits our economy and our society. Not everything has to be about the bottom line.

### Jim Graham,

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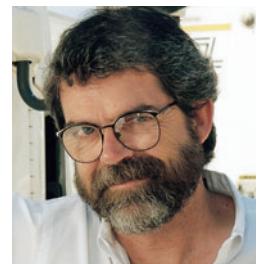
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By Rolf Lockwood



# Drink More Scotch

## No kidding, whisky production yields waste products that can become fuel.

Not for the first time, I sit here at my keyboard, look down at the big black dog sleeping peacefully at my feet, and wish my life was as simple as his. Don't get me wrong. My life's great. Glitches here and there like everyone but... well, I'm a happy guy. The mutt's a smiler too, I should add, as well he should be.

I get thinking this way sometimes when my little brain is taxed (no cutting jokes, please), when understanding proves difficult. Few things bug me more than not understanding so I usually keep searching and reading until I get it if the time's available. A zillion things can offer this challenge, some of them very important, some less so. Many involve this job of mine, not surprisingly, and I hit one of them with this issue.

The simplicity wish happens every time I look deeply into the future of transportation fuels as I did for the story on page 41. Man, this is tough territory.

Trying to figure out the future of diesel is bad enough, partly because there are hundreds of apparently credible opinions, many thousands of charts and graphs that seem to offer proof of this or that. Until you find all the others that contradict them.

The next step in the research trail is simply to look further until you find some sort of convergence in the midst of the disparities, an indication of agreement amongst at least some of the experts. Using that method, I concluded that diesel fuel will be creating those little explosions in our truck engines for at least the next two, two-and-a-half decades.

**I concluded that diesel fuel will be creating those little explosions in our truck engines for at least the next two, two-and-a-half decades.**

Natural gas is also a fossil fuel, of course, but being both cleaner and presently cheaper than diesel, it's going to grab more and more converts at what could be a pretty fast pace. The recent deal forged between Navistar and Clean Energy (see "Navistar Joins the Natural Gas Brigade," on pg 15) is an interesting one, a very smart one, and on its own it could accelerate the growth of the gas option significantly.

North America is self-sufficient in natural gas and all indications are that the continental supply is good for as long as an entire century. We'd do well to remember, however, that Canadians think in terms of North America routinely, almost automatically. Our friends to the south do not, so I think we need to see a more local picture and conceive solutions of our own.

Oh, Ottawa, you listening? No, didn't think so.

Which brings us to renewable fuels, biofuels, and this is where the fun begins. Sorting wheat from chaff in this field is intensely interesting but it's also when I start wanting to be my dog. The possibilities are literally endless, the contradictions nearly the same, and if you think a given number is right, look again and you'll find something different.

What for instance, is the annual oil yield from an acre of soy? I found 48 gallons, which seemed credible, given the source. Then I found an equally credible 100. I also found other estimates in between. What to believe?

And how about algae-based biofuel? This one's about as cool as it gets, and from all I can learn, it's a real contender even in the shortish term like 10-15 years. But I got the same yield discrepancies, only worse. Like 100,000 gallons per acre all the way down to 10,000. Hmm...

Given enough time, no doubt I could keep drilling and pin such things down, but I'm a simple journalist, not a doctoral student. I have a few days to find useful things to tell you, not years, so cutting off the search at some arbitrary point is a frustrating but necessary part of my approach. Luckily I'm an information packrat, so on certain subjects like fuels, I keep my eyes open and file things away as I find them.

One of the things that crossed my path just the other day piqued my interest in a big way. It seems the production of whisky leaves some waste products—'pot ale' and 'draff'—that can be converted more or less readily into biobutanol which can then be rendered into a biofuel that replaces conventional fossil fuels. The technology is proven, by all accounts, and a Scottish—of course—outfit called Celtic Renewables is working to commercialize it.

Hence the call to action in this editorial's title: drink more scotch! Make more fuel! Things may be simpler than I thought. ▲

Rolf Lockwood is vice-president, editorial, at Newcom Business Media. You can reach him at 416-614-5825 or [rolf@todaystrucking.com](mailto:rolf@todaystrucking.com).

# Dispatch

BY JASON RHYNO

## No Country for New Farmers

With fewer drivers coming up from the farms, meat-processing plants shrinking capacity, and more media attention on food and animal rights, some animal-hauling experts want to raise truck driving and livestock-handling standards.

**C**anadians used to be a nation of farmers and good ole' small-town folk. But that has changed—drastically. Fifty years ago, 30 percent of Canadians lived in rural areas—now that number has dropped to 18 percent, according to Statistics Canada's 2011 Census.

Farms used to provide a steady flow of drivers who grew up with equipment and livestock knowledge, but that stream has nearly dried up, and carriers with livestock divisions are scrambling to find drivers with the skills and knowledge needed to haul livestock.

It's one of the reasons

the Ontario Trucking Associations' Livestock Division (OTA-LTD) is trying to raise truck driver training and livestock-handling standards for all transporters across the province and ultimately, they said, the country.

The OTA-LTD is aiming for an industry-wide adoption of a transport-training program in 2012—one that they would like considered by supply chain stakeholders to be a requirement for transporting livestock.

"Twenty years ago you had lots of farm boys that were interested in going and driving a big truck and going about their business," said Randy Scott, fleet maintenance manag-

**IN A PIG'S EYE:** Improved livestock hauling practises will give the industry a badly needed PR boost.



# ches

er and livestock manager with Hyndman Transport out of Wroxeter, ON. Scott is also LTD chairman, and having grown up with a grandfather who was a drover, as well as being a former livestock buyer and seller based out of Alberta and a former trucker himself, he knows a thing or two about hauling livestock.

"It's not like you can just hook onto a cattle trailer and go down the road without

knowing what's happening," he says. "This is why we put the training course together with OTA as to be able to attract some more people out there."

The skills and knowledge needed to haul livestock are obviously more than what you need to haul a load of diapers. There's the lay-down of bedding, care for animals during transport, animal loading and sorting, plus

"Twenty years ago you had lots of farm boys that were interested in going and driving a big truck and going about their business,"

— **Randy Scott**

*Fleet maintenance manager and livestock manager with Hyndman Transport*

## BENDIX RECALL BREAKDOWN

### What's the Problem?

The Bendix ATR-6 air-brake valves manufactured between December 2, 2010 and January 18, 2012. ATR stands for Automatic Traction Control Relay. In very cold weather, intermittent air leakage can affect braking action, resulting in pressure being delivered to the affected service brake circuit. Pressure being delivered to the affected service brake circuit can cause continuous brake application. During the brake application, ABS will still be operational and additional service braking is still available. This issue could appear as a loss of engine power. The brake lights may or may not be illuminated and the brake application pressure gauge will not show any pressure.

### Which trucks have been affected?

The ATR-6 is used by Kenworth, Peterbilt, Navistar, Volvo and Mack, Bendix says. In total, 50,000 to 60,000 Class 8 vehicles.



### What should I do?

Inspect your vehicle(s) as soon as possible to verify whether an ATR-6 valve was used to service the vehicle then verify the date code on the valve. If an ATR-6 valve was used, examine the date code stamped into the valve to confirm whether it is a part of the affected population.

### How do I fix it?

A temporary remedy kit is available, and Bendix is working on a permanent remedy kit (not available at the time of publication). To obtain a kit, contact your OEM dealer or an authorized Bendix aftermarket outlet.

### I NEED MORE INFORMATION!

You can find more information over at [www.bendix.com](http://www.bendix.com). Bendix says additional info is available by phone and e-mail. The Bendix ATR-6 Action Line is 1-800-478-1793, seven days a week, 7:00 a.m. - 8:00 p.m. ET, or email [atr6campaign@bendix.com](mailto:atr6campaign@bendix.com) or call 1-800-AIR-BRAKE (1-800-247-2725) option 2.



knowing the biological and behavioral differences between animals and being able to adjust accordingly.

"One of our carriers was on the 401 east by Napanee and broke down," Scott begins explaining of a load of pigs that almost didn't make it. "The driver called and said 'we've got a problem. It's 95 degrees out here and my truck isn't going anywhere.'"

The carrier contacted the local fire department to come with hoses and soak the bedding. "You can't put water right on the pig because it would kill him. They just soaked the bedding. If that was somebody who didn't have any idea what was happening or said 'well, maybe they are OK for an hour and a half until I get a truck here,' we would have had a bigger issue."

While details of the program have not been decided on yet, the OTA-LTD is aggressively courting supply-chain buy in. "The truth is we really can't do it alone," says David Bradley, president of OTA. "All supply-chain stakeholders need to get involved in supporting carriers who make investments in specialized driver training. We're looking for food producers and large retailers to join us in ensuring that the animals being transported across Canada are handled and delivered by quality carriers whose drivers are trained to the most modern standards."

Bradley also cited the mass consolidation of farms and meat processing plants shrinking their capacity to hold livestock, putting more responsibility on transporters to take on a bigger role housing and caring for animals around the clock.

There's also an image issue here that the LTD hopes to address during the development of the program. Mounting pressure on big companies to ensure that animals are handled with care, coupled with bad publicity from the media and a cultural shift in Canadians' demand for food that is fresh, hormone free, and treated well, livestock carriers are prime targets for the very vocal animal rights groups. And like most things in the trucking industry, the more unscrupulous carriers tend to get the lion's share of media coverage.

Scott tells a story of a driver hauling a load of lambs from Manitoba to Ontario. "These lambs were from 50 to 70 pounds, and there were these two little lambs that were just a little smaller, and they were going to get trampled and weren't fending for themselves." The driver made room in one of the board boxes underneath the trailer, furnishing it with bedding and making sure air was getting through. "He did it to make sure those two lambs were comfortable and not getting stepped on."

"That's what we're trying to get to," Scott says. "We want livestock haulers to be able to go up and down the road and say 'yes, this is what we do, this is part of a business that we have to do but we're doing it to the best of our ability.'"



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# Heard on the Street

position for four years and has now been assigned to Asia.

Prior to this new assignment in Canada, Kaneko was the General Manager of the Asia Oceania Division for Hino Motors, Ltd. During his 30-year tenure with Hino he has served as the Senior Vice President of Hino Motors Sales, USA and he has fulfilled Sales and Marketing assignments for the Middle East and Australia.

## Hino Welcomes Suichie Kaneko

**Hino Motors Ltd.** appointed **Shuichi Kaneko** as the President of Hino Motors Canada, Ltd. Kaneko succeeds Shin Nakamura who held the



## New Polar Positions

**Polar Corporation** has announced that **Jim Painter**, an 11-year veteran of the tank-trailer building company, will be the new President, and **Randy Arlt** is stepping in as vice president of sales and marketing for Polar. The St. Cloud, MN.-based company is still licking its wounds after a 19-day strike halted operations in the weeks just before Christmas.

## Yanke Man Scores Free Pick Up Truck

Owner-operator **Sasa Gavranovic** is the proud winner of a new Ford F-150 pick-up and all he had to do was drive safely, announced **Yanke Group of Companies**. The Brampton, ON-based Gavranovic took part in Yanke's "Be the One" safety program where, every year, participants enter their name in a draw to win a pick-up truck valued up to \$50,000.

## The Hard Brake for HEART BREAKS

The Southern-Ontario-based movers **Two Men and A Truck** are outfitting their 63 trucks with defibrillators and their drivers with training at a cost of about \$3,000 per unit and the move has been seen as a challenge for other fleets to do the same.

**Hugh Heron**, president of southern Ontario-based **Heathwood Homes** and chairman the **MIKEY Network**, a

charitable organization devoted to placing heart defibrillators in as many public places as possible, issued the challenge in mid-February, which is Heart Month.

Having defibrillators on the Two Men and A Truck trucks increases the chances of having one accessible when the unexpected happens.

To date, there are over 1,200 MIKEY defibrillators placed in high-risk locations across Canada and 12 lives have been saved.

According to a statement from the MIKEY Network, the use of a public-access defibrillator by a trained responder within the first moments can improve the victim's survival rate by up to 75 percent.



## A Good Month to be Trimac

**Trimac Transportation Ltd.** is on a roll: In February, the Calgary-based bulk specialists not only announced a five-year fuel-hauling contract UFA Co-operative Ltd., Trimac also revealed a plan to purchase majority interest in the parent company of Guelph, Ont.-based Fortress Transport.



Commented Trimac president and CEO Ed Malysa: "Fortress has been recognized as a premium carrier in the chemical industry for a very long time and Trimac is pleased to have Bob Clement and his team join Trimac." Fortress owns 54 tractors and 130 trailers.

## Lucky



Which 7 Canuck companies are among the 20 Best Carriers to Work, as determined by the **Truckload Carriers Association** (TCA)?

- **Bison Transport** – Winnipeg
- **Celadon Canada** – Kitchener ON
- **D.J. Knoll** – White City, SK
- **Erb Group** – New Hamburg, ON
- **Kriska Holdings** – Prescott, ON
- **Trimac Transportation** – Houston, TX
- **Yanke Group** – Saskatoon

TCA noted some of the best practices that emerged from the annual survey/competition—many of which those in the trucking industry may want to take note of, like the fact that more fleets seem to be offering driver profit sharing as part of their compensation packages.

TCA also noted two more Canadian fleets worth keeping an eye on for innovative driver programs:

- **Liberty Linehaul, Inc.** – Ayr, ON
- **TimeLine Logistic International** – Saskatoon.

## Dispatches

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## Navistar Joins the Natural Gas Brigade

### Navistar and Clean Energy Fuels

have launched a strategic partnership that will provide American truck buyers a commercially viable way to add natural gas powered trucks to their fleets—minus the sizeable upcharge on the trucks themselves, and without government subsidy. Some Canadian fleets may also be able to join the party.

"Together, Navistar and Clean Energy have come up with a breakthrough program that offers customers a quicker payback on their investment plus added fuel-cost savings from day one of operation," said Dan Ustian, Navistar chairman, president and CEO. He said his company will offer a broad range of medium- and heavy-duty trucks powered by natural gas engines. They'll include internally developed MaxxForce motors and the Cummins Westport ISL G.

"It's a big day for natural gas," said Clean Energy chairman T. Boone Pickens. "And all this can be done without government help, though I would like to see the Natural Gas Act passed."

This announcement comes on the heels of a

speech made by President Obama in January in which he proposed several federal initiatives favoring the use of natural gas for transportation, including getting more natural-gas vehicles on the road using federal fleets, helping local governments upgrade their fleets, offering new tax incentives to help

during that period.

The first customer would seem likely to be Jerry Moyes, chairman and CEO of Phoenix-based Swift Transportation. He wants to be first to test the Navistar products, he said, though he has yet to sign a deal with the truck-maker and Clean Energy.



Seen here at a Clean Energy event in Las Vegas, President Obama is backing natural gas.

companies buy more clean trucks, working with the private sector to help develop natural-gas fueling stations between cities, and launching a competition to encourage new breakthroughs for natural-gas vehicles.

In a nutshell, the partnership means Navistar will supply trucks with no natural-gas upcharge (in most cases), Clean Energy will guarantee fuel prices at a significant reduction from diesel for a term of five years, and the customer will

commit to buying a certain amount of CNG or LNG

"We're very excited about the potential of natural gas," he said. "We like what we see."

And so he should, given that Swift uses a million gallons of diesel every day. With natural gas presently about \$1.50 cheaper than diesel per gallon, the math would look attractive even if there weren't a way to waive the upcharge at the start. The usual extra cost for a natural-gas engine can range from \$35,000 to \$80,00.

Some Canadian fleets may be able to participate



T. Boone Pickens

but the details on that are not entirely clear at this point, not least because Clean Energy's presence in Canada is so far limited to B.C. Navistar vice president Jim Hebe said arrangements can be made with Canadian operations running north/south routes, and since most of those are within a short distance from the border, this seems feasible on the face of it.

Ever the natural gas evangelist, Pickens said that there are options other than Clean Energy across Canada. He noted Shell's recent announcement that it has joined with Westport Innovations in a 'co-marketing' program to develop the North American market for LNG vehicles and fuels.

The price of natural gas is clearly critical here, but Pickens said it's very unlikely to go too high, and will never go as high as diesel.

"Right now this country [the U.S.] is overwhelmed by natural gas," he said. "You've got enough drilling to last another 20 years. And we have at least a 100-year supply of gas."

— by Rolf Lockwood



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## SITED ON THE WEB

### Moroun Moves on Bridge Project, Forms Oversight Committee

Although **Matthew Moroun**, vice president of the Detroit International Bridge Company (DIBC) that owns the Ambassador Bridge believes they have completed the work outlined in a contract with the Michigan Department of Transportation (MDOT), the company announced yesterday that they are going to comply with the judge's orders.

"The court has its own view of how this project should be finished," said Moroun. "The best course of action now is to comply with the Judge's order."

**MORE @** <http://bit.ly/xEq0zm>

### Friday Focus: How the U.S. HOS Rule Change Will Affect Canadian Drivers

When the highly anticipated U.S. hours-of-service rules were announced in December, various industry associations were quick to respond, issuing a collective what-the-hell-is-this-coal-in-our-stocking response.



What was lost in all the responses by the various associations, however, was how the new rule would affect the individual driver day-to-day.

And as most will agree, the entire trucking industry depends on how well a driver can drive day in and day out.

**MORE @** <http://bit.ly/xFK76x>

### Rising Costs Reality of Doing Business, says Marine Atlantic to Eastern Truckers

"The reality is that you've got ongoing cost changes and cost structures in your business, whether you're running a trucking company or a ferry company," said Don Barnes, Marine Atlantic's vice president of customer experience, to [todaystrucking.com](#).

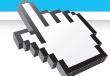
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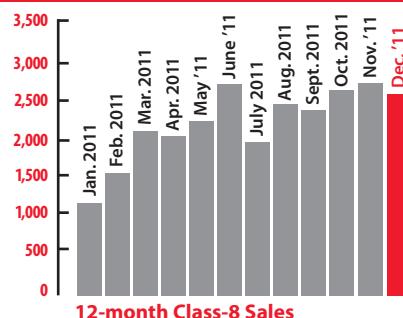
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## Canada – Truck Sales Index

December 2011

CLASS 8	This Month	YTD '11	YTD '10	Share '11	Share '10
<b>Freightliner</b>	696	6641	4378	25.6%	22.7%
<b>Kenworth</b>	524	5220	3647	20.1%	18.9%
<b>International</b>	288	4990	4568	19.2%	23.7%
<b>Peterbilt</b>	308	2918	2107	11.2%	10.9%
<b>Volvo</b>	403	2865	2063	11.0%	10.7%
<b>Western Star</b>	161	1681	1174	6.5%	6.1%
<b>Mack</b>	121	1636	1198	6.3%	6.2%
<b>TOTAL</b>	<b>2501</b>	<b>25,951</b>	<b>19,135</b>	<b>100.0%</b>	<b>100.0%</b>



CLASS 7	This Month	YTD '11	YTD '10	Share '11	Share '10
<b>International</b>	61	1123	788	36.9%	38.4%
<b>Freightliner</b>	171	660	364	21.7%	17.7%
<b>Kenworth</b>	34	532	375	17.5%	18.3%
<b>Hino Canada</b>	27	374	236	12.3%	11.5%
<b>Peterbilt</b>	33	353	271	11.6%	13.2%
<b>TOTAL</b>	<b>326</b>	<b>3042</b>	<b>2034</b>	<b>100.0%</b>	<b>100.0%</b>



CLASS 6	This Month	YTD '11	YTD '10	Share '11	Share '10
<b>Hino Canada</b>	9	342	186	36.8%	26.4%
<b>International</b>	12	315	338	33.9%	47.9%
<b>Freightliner</b>	61	256	133	27.5%	18.9%
<b>Peterbilt</b>	5	17	36	1.8%	5.1%
<b>TOTAL</b>	<b>87</b>	<b>930</b>	<b>693</b>	<b>100.0%</b>	<b>100.0%</b>



CLASS 5	This Month	YTD '11	YTD '10	Share '11	Share '10
<b>Hino Canada</b>	71	541	473	52.0%	69.4%
<b>International</b>	50	445	132	42.7%	19.4%
<b>Freightliner</b>	2	28	16	2.7%	2.3%
<b>Kenworth</b>	2	22	39	2.1%	5.7%
<b>Peterbilt</b>	2	5	10	0.5%	1.5%
<b>TOTAL</b>	<b>127</b>	<b>1041</b>	<b>670</b>	<b>100.0%</b>	<b>100.0%</b>



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## U.S. – Retail Truck Sales

CLASS 8	This Month	YTD '11	Share '11
<b>Freightliner</b>	5461	52,276	30.5%
<b>International</b>	3802	35,928	21.0%
<b>Peterbilt</b>	3327	24,583	14.3%
<b>Kenworth</b>	3074	22,577	13.2%
<b>Volvo</b>	3276	20,955	12.2%
<b>Mack</b>	1720	12,928	7.5%
<b>Western Star</b>	278	2090	1.2%
<b>Other</b>	1	20	0.0%
<b>TOTAL</b>	<b>20,939</b>	<b>171,357</b>	<b>100.0%</b>



## Canada – Provincial Sales (Class 8)

CLASS 8	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	CDA
<b>Freightliner</b>	33	104	15	15	396	82	15	9	10	17	696
<b>Kenworth</b>	40	274	42	9	79	62	18	0	0	0	524
<b>International</b>	11	36	6	14	133	72	10	2	2	2	288
<b>Peterbilt</b>	23	152	26	51	27	21	4	4	0	0	308
<b>Volvo</b>	11	30	30	36	191	58	10	36	0	1	403
<b>Western Star</b>	49	46	5	2	30	17	7	4	0	1	161
<b>Mack</b>	6	25	16	4	40	25	3	2	0	0	121
<b>TOTAL</b>	<b>173</b>	<b>667</b>	<b>140</b>	<b>131</b>	<b>896</b>	<b>337</b>	<b>67</b>	<b>57</b>	<b>12</b>	<b>21</b>	<b>2501</b>
<b>YTD 2011</b>	<b>2119</b>	<b>5614</b>	<b>1192</b>	<b>1510</b>	<b>9205</b>	<b>4569</b>	<b>1026</b>	<b>473</b>	<b>65</b>	<b>178</b>	<b>25,951</b>

Sources: Canadian Vehicle Manufacturers Association and Ward's Communication.

Sterling ceased production in 2009 and has been removed from the truck sales listing.

## The 7 Steps to Selling Your Trucking Business

**business** *Nobody's going to be buy your business if a: it's unhealthy or b: they can just take it. John Holland says if you want to be sure of a sale, step right up. By Peter Carter*

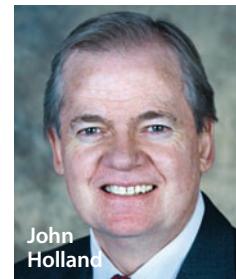
**J**ohn Holland's first taste of the commercial trucking business came two months after he had been named General Manager for East Africa in Nairobi, Kenya, for Kiwi Brands.

"In my first two months," he says, "two trucks were hijacked. Never to be seen again. That's when we installed GPS and onboard security systems."

He moved to Canada and for seven years steered logistics and supply chain for Sara Lee International. Now he works with the Plutus Consulting Group, where he specializes in helping business operators prepare their enterprises for sale and their proprietors for comfortable retirements and/or prosperous succession.

According to a study done by New York University that looked at more than 500 different businesses in 20 different countries, regardless of whether you want to sell your business or move it successfully from one generation to the next, the enterprise must pass through what Holland—and Plutus—term the Seven Stages of Selling your Business.

"Selling, retiring, having a real holiday, if you want to build your business to a level where you've got choices about how you want to spend your life, you need to go through the seven stages," he told *Today's Trucking*.



John Holland

### STAGE ONE: "In the cornflakes"

In stage one, Holland says, you're full of energy and engaged in making money on a day-to-day basis. "You're not actually thinking about how to grow the business; you're working 24 hours a day, you're really in the cornflakes and you're fully engaged."

Many owner-operators, he says, remain in stage one so no matter how much money they earn, they will probably never be wooed by corporate suitors and neither will they be able to watch the company move into the next generation's hands. In stage one, very often the company book keeper is a spouse and far too much business is conducted on an informal basis.

To move out of stage one, Holland advises the proprietor to do some organizing, planning and defining. "This should be easy especially for an owner-operator who has plenty of time behind the wheel to think about these things," Holland says.

"Procrastination is not a business strategy. And neither is hope. Hope is not a business strategy," he says.

## LIVING OFF THE FEED FOR THE FARM

**W**hen Domenic Amodeo was growing up in his family's fruit-hauling company based at the Ontario Food Terminal, he learned how to handbomb watermelons. When your dad's selling those melons, you don't want to break any.

While he still has an interest in the business, he now handles money instead of melons as an investment advisor with Investors Group. *Today's Trucking* met up with Amodeo, asked him about the Seven Stages of Selling a business. And although Amodeo vouches for the Seven Stages, he also recognizes they're not everybody's solution.

He offered another approach to successful retirement for self-employed small business owners: An **Individual Pension Plan (IPP)** is a special type of pension plan designed for highly paid staff who don't have contributed pensions or for well-paid owner-operators

who want maximum retirement benefits and creditor protection. An IPP can also offer higher tax-deductible contributions and accelerated tax-deferred growth of retirement assets. "Remember," Amodeo says, "no one wants to live off the feed they delivered to the farm."

He says you should consider an IPP if you are:

- 1) At least 40 years old and consistently earning a T-4 of at least \$100K per year;
- 2) The owner of an incorporated company or salaried individual looking to maximize tax relief and retirement pension;
- 3) An owner-operator wishing to create additional retirement income outside the company;
- 4) Looking for creditor protection;
- 5) Not a member of a registered plan.

IPP benefits are eligible for pension-income splitting regardless of age; Retirement benefits are indexed for inflation; Set-up and administration fees are tax deductible to the employer; Employer contributions are tax deductible to the company. The surviving spouse of an IPP can receive at least two-thirds of the pension.

### STAGE TWO: "Branding time."

The "vast majority" of small businesses are stuck in stage two, he says.

You will become mired down in this stage unless you determine exactly what it is that makes your business different from the competition and exploit that difference as much as you can. "There is not a successful company out there that was not led by an expert. The owner must develop a real passion for the service and become an expert."

At this stage, Holland says, "the business starts to separate from the owner but its success is still very dependent on the founder's drive.

"Now there are quality controls being implemented by the owner," Holland says. "You have to know the costs of your trucks and how much revenue you expect to get from them over the course of a year and how much you're budgeting for profit."

Quality controls must apply to internal accounting procedures, budgeting and personal accountability.

### STAGE THREE: "Welcome to the sandbox!"

If you've graduated to stage three, your business is growing and you are its best sales person.

It's also at the most precarious stage. "I had a client who had \$10 million in sales, he was 55, had a nice profitable business but he would never be able to retire early, even though he was doing well. He was stuck because he gave his people no opportunity to flourish or grow in their jobs. You have to start letting go.

"At this point you're having fun and making money and inviting new people into the sandbox but if you're not very careful, you can get sand in your eye and ruin everything," Holland says.

You should be working on the business more than in it.

### STAGE FOUR: "Look at all the muddy fish!"

"You know those people who hang around the water cooler and moan about how much better it was in the early years? When you're in stage four, you're going to have to have a talk with those people. Either they buy in or they're out.

"I call those people muddy fish because

they don't want to help clear the water; they like it murky. I promise you the day the boss does something about them is the day morale will start to increase."

According to the Seven Stages, the company's orientation by now must be towards continuous improvement, and that means having performance monitoring and management systems place.

### STAGE FIVE: "A franchise is born."

In stage five you're looking like a franchise. "Because the business is sustainable, it could outlive the owner," Holland says. In stage five, "you're starting to make the house shine," and a team other than the owner is handling the day-to-day running of the business." By this time, the people who work for you expect and get regular performance appraisals as well as non-monetary incentives and recognition.

You have a succession plan in place.

The company, in stage five, is actually replicable, like a franchise

### STAGE SIX: "Exit ramp in sight."

You might still be managing the business but if you wanted to step away, you are completely comfortable with your management team. While each individual member of that team is talented and valuable, the business will thrive even if they're all replaced.

The business has a strong balance sheet and operates in the black. Only now can the owner see the real possibility of an exit ramp. Suitors have probably already come calling.

### STAGE SEVEN: "A legacy is born."

By this time, everything is optimized. You've now got a brilliant management team ready to do an IPO or a management buyout. If a venture capitalist came into the company, they'll see all the right people in the right places. You run your trucks and your offices compliantly and follow regulations rigorously. Financial performance is consistently strong; products and/or services are known and respected. A legacy is born.

And if you decide to retire now or move along, you just call in your bankers and look for a buyer. ▲

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# Between a Rock and a Lard Place

**health** *Some fitness survival tips for aging but health-conscious drivers.*  
By Alfy Meyer

The carrier I drive for, The ERB Group, runs a program called Highway to Health, which includes a number of health-oriented options, including an online fitness tracker that measures our daily workout by steps taken, various competitive programs, and teams for employees to participate in. I mentioned this because the other day I saw a small poster with a caption reading "Our health always seems much more valuable after we lose it" Right beside the caption someone sarcastically scrawled, "Should I work out before or after my 16-hour shift?"

I completely empathize with the driver who wrote that. We drivers are caught between a rock and a "lard" place. Working for a good company usually means you're getting reasonably good miles and putting in long hours. It's good for the pocketbook but hard on exercise time, family and recreation time.

For drivers, the question is not so much, "when is it a good time to work out" but rather, "when do we have time to work out?"

I'm fortunate. Not all drivers have the equipment or the space in their trucks to conduct a good workout like I do. Even so, over the last few weeks I found myself so busy I rarely had any opportunity to exercise.

These days when I get home, (after being on the road from 10 to 14 days) I'm

usually too fatigued and have no ambition to do much of anything the first day other than catch up on TV and putter around. As I age, life on the road is taking a greater toll yet regrettably, the demands on me are the same as for a person half my age.

So how do I manage to stay in reasonably good shape?

I find even small routines are beneficial.

Usually, the first thing I do when I wake up is a set or two of 25 incline pull-ups using my truck's upper bunk. I regularly park a good walking distance from the truck stop. When having a shower, I'll do a set of 25 push-ups (if the shower room is large enough) and/or 25-to-35-seated bench tucks if a bench or chair is provided. Anything to kick-start

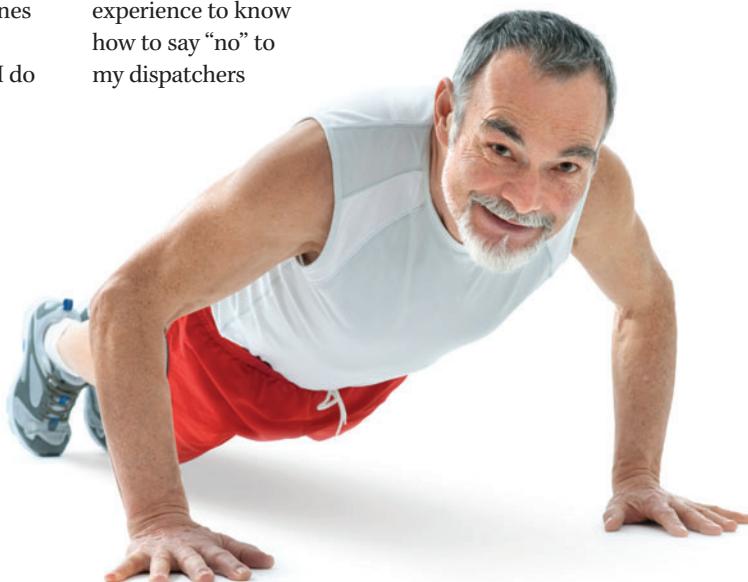
for the unnatural and unhealthy lifestyle.

This is one battle you'll have to win on your own. I have no magic formula other than watch and know what you eat!

My final point, and I'll admit it's somewhat controversial, is that I use my age, my seniority, and my experience to know how to say "no" to my dispatchers

happy with my performance, I've actually suggested they could fire me. They won't because I'd be too difficult to replace. Good drivers are not a dime a dozen. I can guarantee there is not a line

**ABS INFINITUM:** You can stay fit into your senior years but it's going to take work and ingenuity.



## Diet is the biggest factor in maintaining weight and fitness and it's also the most difficult factor to control.

those calorie-burning muscles.

Diet is the biggest factor in maintaining weight and fitness and it's also the most difficult factor to control. Studies have proven that really long working hours, irregular sleep habits, an extremely sedentary job, or any combination of these can cause the mind to create "hunger signals" in an effort to compensate

when they try to squeeze more work (and ultimately, life) out of me. I realize they're doing their job, but I want to be around to do mine, too.

As the saying goes, "wisdom comes with the greying of hair." I realize I can't work as hard as I did when I was 35, and I'm pushing 60.

Contrary to public myth, hard work has killed people. So, if management's not

of highly qualified, trustworthy drivers waiting at the door to replace me. This is not arrogance on my part. It's knowledge.

Armed with this, I take the necessary time off (occasionally, even while on the road) to properly rest up, exercise, recreate, and live so I'll remain a happier, healthier, more productive person for the long haul. And isn't this what we (companies, families, ourselves) all want in the end? ▲

Check out Driver Alfy Meyer's blog at [theintrepidtrucker.com](http://theintrepidtrucker.com)



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# With Your Game Face On

*How to talk to insurance reps and get the lowest premium possible.*  
By E.B. Black

I work for an insurance company and deal with carriers of all sizes, from single owner-operators to the carriers you'll find on the Top-100 listings elsewhere in this issue.

*Today's Trucking* has asked me to offer some tips for fleets aiming to minimize insurance premiums. I agreed to do so, but anonymously. What follows are some insurance-premium-saving ideas you might not get from your broker:

■ First of all, ask your broker how he is compensated. It's just like buying a truck. You can negotiate.

■ When asked about your appetite for risk, think long and hard before you answer. Look at what deductible levels may be available, and see how different levels affect premium costs. Then determine what you are comfortable with. Not enough companies explore this option when shopping. A higher deductible usually equates to a lower premium.

■ Do more homework than expected and you might get unexpected breaks. Break out and identify your trucks into local P&D operations, intra provincial, and long-haul. If you're an international carrier, identify what states you operate into. Many U.S. states; Texas, Florida, and New York to name a few, are considered high-litigation areas. You only want to pay for your actual exposure. Why pay for coverage on all of your fleet equipment for

Texas if only 30 percent of your trucks travel to Texas?

■ Set your PM intervals well above the actual PM interval that you plan to use.

Example: If you plan to PM your trailers every 90 days, then state in your written policy that you PM trailers every 120 days. If you stick to your unwritten 90 day PM interval, your records will clearly document that you

files looking for PM interval non-compliance. Both are very critical of a carrier when they find evidence that you don't meet your own established standards and they will penalize you.

■ Be sure that defects found during roadside inspections have repair invoices with a copy of the inspection in your vehicle files. A well-documented program with

quickly end a long-term customer relationship.

■ In the event you need to pull a customer's load that exceeds your cargo limits, call your broker and arrange for one time coverage.

■ While on the subject of cargo, you also must be acutely aware of shipper contracts. Experts recommend that you have all shipper contracts reviewed by your lawyer, as most shipper contracts are weighted heavily in the shippers favor. They put all the liability onto their carrier's, so be proactive.

■ Demonstrate very clearly that when it comes to security, you are extremely proactive. You will definitely benefit. Emphasize your well thought-out theft-prevention plans. Point out such things as routing instructions for your drivers, driver and staff criminal screening, driver awareness training, and your secure facilities.

Prove that you're protecting yourself by having some basic deterrents (cameras/security guard/lighted yard/pin locks and metal detectors) in place. Satellite tracking and geo-fencing capability are great security tools.

■ And finally, do your homework and make sure whatever insurance company you choose is financially sound itself. A.M. Best is a credit-rating agency that specializes in assessing insurance companies. ▲

**PREMIUM GRADE PLEASE:**  
Do more homework than expected and you might get unexpected breaks.



exceed your own standards. It also allows you some wriggle room for when plans fail.

■ If you have any specialized or custom-built equipment, make sure your insurer knows about it and that it is properly valued. Depreciate equipment yearly to ensure fair value and premium. If you have a piece of equipment written off in an incident, you don't want delays attributable to equipment valuation issues.

■ Remember, both the MTO and your insurance inspector will complete an in-depth review of your equipment

checks and balances will earn you brownie points with your insurer and the MTO. The downside of poor maintenance records is that a good prosecuting attorney will take a minor mistake in a carrier's maintenance practices and make you look like a reckless out-of-control carrier resulting in large lawsuit payouts.

■ Provide a detailed list of the commodities hauled and load values. Purchase adequate cargo insurance limits to properly protect your clients' freight. Don't haul freight that exceeds your cargo coverage limits. This practice could

E.B. Black is a pen name for an insurance-company executive in southern Ontario.

# CANADA'S Top 100

Our annual snapshot of Canada's biggest fleets shows that when the strong get stronger, they go shopping. Here's why you should know.

BY PETER CARTER

**A**

ttention all carriers who are not on this year's **Top 100** list! The big guys are shopping mad. There might never be a better time than now to primp your fleet to attract their attention.

As we were finalizing the 100 biggest for-hire fleets in the country, the bulk carrier Trimac revealed that they are buying 29 percent of a company called Northern Resource Trucking (NRT) a mining-servicing operation in Northern Saskatchewan that they helped start in 1986. (Business at the largely aboriginal-owned NRT is booming.) A few weeks prior, Trimac acquired Guelph, ON-based 54-truck-strong bulk hauler Fortress Transport.

That was just around the same time Contran announced they were purchasing the 54-truck dry-van division of neighboring MacKinnon Transport, which came on the heels of TransForce's announcement that they were acquiring the company that was, last year, the 22nd largest for-hire carrier in Canada, QuikX.

## PEOPLE TO COUNT ON

**T**he compilation of the **2013 Top 100** data actually starts before the ink is dry on this year's. Between now and this time 2013, a team consisting of Jason Rhyno, Rolf Lockwood, Steve Bouchard, Martin Smith, Li Li, Frank Scatozza and Lilianna Kantor will be monitoring the for-hire trucking field in anticipation of assembling the annual list. Nowadays, the vast majority of statistics are graciously provided by the companies themselves and for that, we send our sincere thanks. They're under no obligation to help. They just do because they're friendly and conscientious and proud corporate citizens who know that we really do want them to succeed. Thank you and good luck. — **P.C.**

All that action, and only since Christmas. The buying and selling of trucking companies in Canada has been over the past 12 months, feverish.

In fact, according to data compiled by Bloomberg in the fall, the number of Canadian merger and acquisitions among larger stock-based carriers last year was just five short of those in the



U.S. Carriers, Bloomberg said, are signaling confidence in the Canadian economy's resilience, especially in comparison to the U.S. or Europe, says Bloomberg.

Said TransForce CEO Alain Bedard at the time: "The reason we are back buying companies is because we see good opportunities."

Another TransForce takeover last fall was a clear indication of where the greatest opportunities are, too. While many industry watchers associate TransForce with Eastern Canada, the purchase in November of oil- and gas-rig experts I.E. Miller Services showed that TransForce is staked heavily in the west.

Bullish much? Alberta's Mullen Group said in January it was sinking \$25 million into their trucking and logistics divisions and allocating \$75 million to their other business ventures: \$50 million to Oilfield Services, and \$25 million to develop their network of facilities.

Here's boss Murray Mullen on trucking over the next year: "Here at the Mullen Group we are taking an optimistic view that 2012 will be another great year for our organization and we intend on taking full advantage of the opportunities."

As you peruse the Top 100 game chart to see which other of the large players has grown since last year, or disappeared from the sheet altogether, remember what we said at the start: That part about making sure your shop's ready for sale. (For tips on making your company more appealing to suitors, see "7 Stages of Selling," on page 18.)

In the meantime, we hope you find the 2012 Top 100 statistics compelling as well as useful. ▲

# Today's Trucking

2012  
CANADA'S TOP 100

Rank (2011)	Company Name, City, Province	Total	Trucks	Tractors	Trailers	O/O's	Employees
1 (1)	<b>TransForce Inc.</b> , Saint-Laurent, PQ	22,100	0	10,800	11,300	6300	11,700
2 (3)	<b>Mullen Group Ltd.</b> , Okotoks, AB	11,595	1526	2598	7471	1163	4281
3 (2)	<b>Vitran Corporation Inc.</b> , Toronto, ON	11,375	161	2496	8718	251	5599
4 (4)	<b>Day &amp; Ross Transportation Group</b> , Hartland, NB	6295	924	1345	4026	2011	2304
5 (5)	<b>TransX</b> , Winnipeg, MB	5718	80	1387	4251	822	2120
6 (7)	<b>Groupe Robert</b> , Rougemont, PQ	5399	16	921	4462	400	2450
7 (6)	<b>Challenger Motor Freight Inc.</b> , Cambridge, ON	5010	10	1500	3500	200	2000
8 (10)	<b>Bison Transport Inc.</b> , Winnipeg, MB	4446	15	1087	3344	325	1850
9 (8)	<b>Canada Cartage Diversified Income Fund</b> , Mississauga, ON	4382	379	1764	2239	281	3500
10 (11)	<b>Armour Transportation Systems</b> , Moncton, NB	4000	150	900	2950	50	1725
11 (9)	<b>SLH Transport</b> , Kingston, ON	3614	4	308	3302	375	833
12 (12)	<b>Trimac Transportation Services LP</b> , Calgary, AB	3533	0	953	2580	76	1728
13 (18) <sup>1</sup>	<b>UPS Canada</b> , Mississauga, ON	3030	2606	130	294	0	10231
14 (15)	<b>Manitoulin Transport Group</b> , Gore Bay, ON	2940	125	624	2191	152	0
15 (13)	<b>Contrans Group Inc.</b> , Woodstock, ON	2664	3	521	2140	631	968
16 (14)	<b>Siemens Transportation Group</b> , Saskatoon, SK	2461	40	643	1778	94	1519
17 (19)	<b>Gibson Energy ULC</b> , Calgary, AB	2420	96	650	1674	391	331
18 (16)	<b>Transfreight, Inc.</b> , Kitchener, ON	2313	0	257	2056	0	1100
19 (17)	<b>H&amp;R Transport Limited</b> , Lethbridge, AB	2278	0	553	1725	225	920
20 (20)	<b>XTL Group of Companies</b> , Etobicoke, ON	1950	425	425	1100	140	285
21 (24)	<b>SGT 2000</b> , St-Germain-de-Grantham, PQ	1928	0	375	1553	45	486
22 (31)	<b>Purolator</b> , Mississauga, ON	1886	164	481	1241	13	11500
23 (27)	<b>Rosedale Group</b> , Mississauga, ON	1881	46	435	1400	100	825
24 (21)	<b>Schneider National Carriers Canadian Division</b> , Aberfoyle, ON	1850	0	450	1400	50	600
25 (28)	<b>M-O Freightworks</b> , Brampton, ON	1790	140	400	1250	540	250
26 (29)	<b>C.A.T./Canadian American Trans.</b> , Coteau du Lac, PQ	1700	0	350	1350	45	450
27 (37)	<b>Gibson Transport</b> , Alliston, ON	1547	0	247	1300	23	400
28 (33) <sup>2</sup>	<b>Allied Systems Canada</b> , Burlington, ON	1535	0	741	794	75	1100
29 (34)	<b>YRC Reimer</b> , Winnipeg, MB	1530	35	460	1035	160	1261
30 (27)	<b>Kriska Transportation</b> , Prescott, ON	1518	0	354	1164	58	443
31 (35)	<b>Groupe Guilbault</b> , Ste-Foy, PQ	1508	3	273	1232	38	617
32 (31)	<b>Calyx Transportation Group Inc.</b> , Concord, ON	1496	14	227	1255	147	772
33 (36)	<b>Yanke Group of Companies</b> , Saskatoon, SK	1441	16	325	1100	91	579
34 (56)	<b>International Truckload Services</b> , Belleville, ON	1411	3	355	1053	210	490

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Rank (2011)	Company Name, City, Province	Total	Trucks	Tractors	Trailers	O/O's	Employees
35 (38)	<b>Northern Industrial Carriers</b> , Edmonton, AB	1365	0	265	1100	5	200
36 (42)	<b>Simard Transport Ltd.</b> , Lachine, PQ	1328	65	353	910	202	850
37 (45)	<b>Rosenau Transport</b> , Edmonton, AB	1314	64	310	940	65	425
38 (44)	<b>B&amp;R Eckel's Transport</b> , Bonnyville, AB	1268	64	224	980	15	450
39 (41)	<b>Celadon Canada</b> , Kitchener, ON	1250	0	350	900	85	200
40 (25)	<b>HBC Logistics</b> , Etobicoke, ON	1234	0	134	1100	0	225
41 (43)	<b>Consolidated FastFrate</b> , Woodbridge, ON	1190	90	400	700	300	2000
42 (46)	<b>Vedder Transportation Group</b> , Abbotsford, BC	1162	0	280	882	77	435
43 (54)	<b>Normandin Transit Inc.</b> , Napierville, PQ	1142	1	296	845	30	478
44 (47)	<b>DCT Chambers Trucking</b> , Vernon, BC	1113	33	300	780	105	180
45 (48)	<b>Cooney Group</b> , Belleville, ON	1065	0	240	825	3	300
46 (49)	<b>V.A. Inc.</b> , Laurier-Station, PQ	1051	11	210	830	1	511
47 (50)	<b>Transport Morneau</b> , Saint-Arsene, PQ	1017	31	250	736	27	738
48 (39)	<b>Team-Transport Services Ltd.</b> , Richmond, BC	999	0	87	912	87	16
49 (61)	<b>Bruce R. Smith Limited</b> , Simcoe, ON	985	0	185	800	55	313
50 (23)	<b>Shadow Lines Transportation Group</b> , Langley, BC	979	14	10	955	230	87
51 (51)	<b>Travelers Transportation Services</b> , Brampton, ON	950	3	267	680	14	328
52 (55)	<b>Groupe Boutin</b> , Plessisville, PQ	898	13	269	616	10	550
53 (57)	<b>Musket Melburne</b> , Mississauga, ON	885	0	225	660	115	320
54 (59)	<b>Sokil Transportation Group</b> , Edmonton, AB	877	132	145	600	0	270
55 (53)	<b>Penner International</b> , Steinbach, MB	864	0	41	823	318	99
56 (59)	<b>Paul's Hauling Group</b> , Winnipeg, MB	856	9	246	601	1	362
57 (52)	<b>Meyers Transport</b> , Peterborough, ON	843	4	194	645	48	284
58 (60)	<b>Arrow Transportation Systems Inc.</b> , Richmond, BC	820	0	108	712	219	423
59 (81)	<b>Thomson Terminals</b> , Etobicoke, ON	818	3	165	650	7	300
60 (62)	<b>Verspeeten Cartage</b> , Ingersoll, ON	778	0	102	676	282	260
61 (64)	<b>AYR Motor Express Inc.</b> , Woodstock, NB	770	0	165	605	50	410
62 (59)	<b>Arnold Bros. Transport Ltd.</b> , Winnipeg, MB	688	15	123	550	120	229
63 (78)	<b>Caravan Logistics Inc.</b> , Oakville, ON	685	5	230	450	40	240
64 (65)	<b>Hyndman Transport</b> , Wroxeter, ON	679	0	153	526	52	207
65 (63)	<b>Wolverine Freight System</b> , Windsor, ON	629	2	137	490	85	247
66 (79)	<b>McKevitt Trucking</b> , Thunder Bay, ON	628	3	175	450	20	260
67 (68) <sup>2</sup>	<b>System 55 Transport</b> , Oakville, ON	614	4	134	476	53	98
68 (71)	<b>Transport Bourassa Inc.</b> , St-Jean-sur-Richelieu, PQ	590	1	157	432	1	317
69 (78)	<b>Mackie Moving Systems</b> , Oshawa, ON	580	30	100	450	125	450
70 (na)	<b>Western Canada Express</b> , Concord, ON	575	25	100	450	240	85
71 (72)	<b>BLM Group</b> , Kitchener, ON	549	0	125	424	15	225
72 (73)	<b>Groupe Jules Savard</b> , Jonquiere, PQ	540	0	160	380	0	300
73 (74)	<b>Williams Moving &amp; Storage</b> , Coquitlam, BC	516	102	94	320	28	194

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Rank (2011)	Company Name, City, Province	Total	Trucks	Tractors	Trailers	O/O's	Employees
74 (84)	<b>Fluke Transport</b> , Hamilton, ON	515	25	140	350	80	95
75 (80)	<b>Muskoka Transport</b> , Bracebridge, ON	514	4	125	385	22	180
76 (75)	<b>Transport Herve Lemieux</b> , Saint-Laurent, PQ	510	37	206	267	28	397
77 (82)	<b>Les Services Logistiques Trans West Inc.</b> , Lachine, PQ	510	0	190	320	90	450
78 (84) <sup>2</sup>	<b>ProNorth Transportation</b> , North Bay, ON	461	3	107	351	2	200
79 (85)	<b>Transport LFL</b> , Vallée-Jonction, PQ	460	44	116	300	6	250
80 (89)	<b>Doug Coleman Trucking Ltd.</b> , London, ON	446	33	112	301	29	271
81 (77)	<b>Transport Bourret Inc.</b> , Drummondville, PQ	438	5	139	294	9	436
82 (86)	<b>Con-way Freight - Canada</b> , Mississauga, ON	438	0	168	270	0	220
83 (87)	<b>Groupe Goyette</b> , Saint-Hyacinthe, PQ	435	1	52	382	52	198
84 (83)	<b>Empire Transportation</b> , Grimsby, ON	434	1	74	359	2	92
85 (88)	<b>Samuel Son and Company Ltd.</b> , Mississauga, ON	410	10	150	250	150	0
86 (90)	<b>Transport Bernières</b> , Decary, PQ	395	0	100	295	0	200
87 (na)	<b>Transport TYT</b> , Drummondville, PQ	390	0	90	300	40	160
88 (91)	<b>APPS Transport Group</b> , Brampton, ON	382	17	65	300	0	250
89 (92) <sup>2</sup>	<b>Total Logistics Trucking</b> , Vaudreuil, PQ	380	0	78	302	91	258
90 (93)	<b>Transport Bessette et Bourdreau Inc.</b> , Saint-Hyacinthe, PQ	369	3	112	254	4	192
91 (95)	<b>Gosselin Express</b> , Thetford Mines, PQ	328	10	65	253	5	105
92 (96)	<b>Transport Gilmyr Inc.</b> , Montmagny, ON	321	0	91	230	1	235
93 (94)	<b>Chester Cartage</b> , Toronto, ON	315	50	65	200	0	0
94 (97)	<b>Sylvester &amp; Forget Transport</b> , St-Stanislas De Kostka, PQ	312	2	85	225	15	105
95 (na)	<b>Transport Matte Limited</b> , Donnacona, PQ	277	1	93	183	0	105
96 (98)	<b>Distribution Marcel Dion Inc.</b> , Farnham, PQ	276	1	60	215	21	115
97 (66)	<b>TVM Limited</b> , Cottam, ON	271	0	152	119	118	46
98 (49)	<b>MacKinnon Transport Inc.</b> , Guelph, ON	270	0	50	220	35	81
99 (na)	<b>J.D. Smith &amp; Sons</b> , Concord, ON	265	30	50	185	0	200
100 (na) <sup>2</sup>	<b>George Leger Transports</b> , Valleyfield, PQ	261	1	90	170	1	140

FOOTNOTES: 1) UPS provided numbers but not a breakdown on vehicle types.

2) Estimates. The company was on last year's Top 100 list, but their numbers were not updated in time for this year's deadline.

nr = not previously ranked. na = information not available.

#### HOW WE DID IT

1. Companies are ranked based on total vehicle counts, including power units and trailers, as reported in January, 2012. Only trucks of class 6 or above are enumerated unless otherwise noted. Vehicles and employees based in the United States are included provided they are administered from a Canadian head office.
2. Most of the statistics were entered into the Today's Trucking data base by representatives of the companies themselves. The remaining companies and additions were gathered by Today's Trucking editors via phone, email or fax. While we strive to present accurate figures, the statistics have not been independently verified.
3. Several large fleets do not respond to our requests for information. These include Irving Transportation Services (comprising Midland Transport, Sunbury Transport and RST Industries based in New Brunswick). As well, the Canadian operation of Federal Express is not on the list.
4. If you have any enquiries or if you think your company should be on next year's list, please contact Peter Carter at 416-614-5828 or peter@newcom.ca

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Beyond today's standards.



# Company Directory

2012  
CANADA'S TOP 100

Company Name	Total Units	Rank ('11)	Company Name	Total Units	Rank ('11)
<b>A</b>			Mullen Group Ltd.	11,595	2 (3)
Allied Systems Canada	1535	28 (33)	Musket Melburne	885	53 (57)
APPS Transport Group	382	88 (91)	Muskoka Transport	514	75 (80)
Armour Transportation Systems	4000	10 (11)	<b>N</b>		
Arnold Bros. Transport Ltd.	688	62 (59)	Normandin Transit Inc.	1142	43 (54)
Arrow Transportation Systems Inc.	820	58 (60)	Northern Industrial Carriers	1365	35 (38)
AYR Motor Express Inc.	770	61 (64)	<b>P</b>		
<b>B</b>			Paul's Hauling Group	856	56 (59)
B&R Eckel's Transport	1268	38 (44)	Penner International	864	55 (53)
Bison Transport Inc.	4446	8 (10)	ProNorth Transportation	461	78 (84)
BLM Group	549	71 (72)	Purolator	1886	22 (31)
Bruce R. Smith Limited	985	49 (61)	<b>R</b>		
<b>C</b>			Rosedale Group	1881	23 (27)
C.A.T./Canadian American Trans.	1700	26 (29)	Rosenau Transport	1314	37 (45)
Calyx Transportation Group Inc.	1496	32 (31)	<b>S</b>		
Canada Cartage Diversified Income Fund	4382	9 (8)	Samuel Son and Company Ltd.	410	85 (88)
Caravan Logistics Inc.	685	63 (78)	Schneider National Carriers Canadian Division	1850	24 (21)
Celadon Canada	1250	39 (41)	SGT 2000	1928	21 (24)
Challenger Motor Freight Inc.	5010	7 (6)	Shadow Lines Transportation Group	979	50 (23)
Chester Cartage	315	93 (94)	Siemens Transportation Group	2461	16 (14)
Con-way Freight - Canada	438	82 (86)	Simard Transport Ltd.	1328	36 (42)
Consolidated FastFrate	1190	41 (43)	SLH Transport	3614	11 (9)
Contrans Group Inc.	2664	15 (13)	Sokil Transportation Group	877	54 (59)
Cooney Group	1065	45 (48)	Sylvester & Forget Transport	312	94 (97)
<b>D</b>			System 55 Transport	614	67 (68)
Day & Ross Transportation Group	6295	4 (4)	<b>T</b>		
DCT Chambers Trucking	1113	44 (47)	Team-Transport Services Ltd.	999	48 (39)
Distribution Marcel Dion Inc.	276	96 (98)	Thomson Terminals	818	59 (81)
Doug Coleman Trucking Ltd.	446	80 (89)	Total Logistics Trucking	380	89 (92)
<b>E</b>			Transfreight, Inc.	2313	18 (16)
Empire Transportation	434	84 (83)	TransForce Inc.	22,100	1 (1)
<b>F</b>			Transport Bernières	395	86 (90)
Fluke Transport	515	74 (84)	Transport Bessette et Bourreau Inc.	369	90 (93)
<b>G</b>			Transport Bourassa Inc.	590	68 (71)
George Leger Transports	261	100 (na)	Transport Bourret Inc.	438	81 (77)
Gibson Energy ULC	2420	17 (19)	Transport Gilmyr Inc.	321	92 (96)
Gibson Transport	1547	27 (37)	Transport Hervé Lemieux	510	76 (75)
Gosselin Express	328	91 (95)	Transport LFL	460	79 (85)
Groupe Boutin	898	52 (55)	Transport Matte Limited	277	95 (na)
Groupe Goyette	435	83 (87)	Transport Morneau,	1017	47 (50)
Groupe Guibault	1508	31 (35)	Transport TYT	390	87 (na)
Groupe Jules Savard	540	72 (73)	TransX	5718	5 (5)
Groupe Robert	5399	6 (7)	Travelers Transportation Services	950	51 (51)
<b>H</b>			Trimac Transportation Services LP	3533	12 (12)
H&R Transport Limited	2278	19 (17)	TVM Limited	271	97 (66)
HBC Logistics	1234	40 (25)	<b>U</b>		
Hyndman Transport	679	64 (65)	UPS Canada	3030	13 (18)
<b>I</b>			<b>V</b>		
International Truckload Services	1411	34 (56)	V.A. Inc.	1051	46 (49)
<b>J</b>			Vedder Transportation Group	1162	42 (46)
J.D. Smith & Sons	265	99 (na)	Verspeeten Cartage	778	60 (62)
<b>K</b>			Vitran Corporation Inc.	11,375	3 (2)
Kriska Transportation	1518	30 (27)	<b>W</b>		
<b>L</b>			Western Canada Express	575	70 (na)
Les Services Logistiques Trans West Inc.	510	77 (82)	Williams Moving & Storage	516	73 (74)
<b>M</b>			Wolverine Freight System	629	65 (63)
M-O Freightworks	1790	25 (28)	<b>X</b>		
Mackie Moving Systems	580	69 (78)	XTL Group of Companies	1950	20 (20)
MacKinnon Transport Inc.	270	98 (49)	<b>Y</b>		
Manitoulin Transport Group	2940	14 (15)	Yanke Group of Companies	1441	33 (36)
McKevitt Trucking	628	66 (79)	YRC Reimer	1530	29 (34)
Meyers Transport	843	57 (52)			

# CSA Your Fleet



What a year's worth of living under the microscopic scrutiny of CSA teaches you about trucking.

In May of last year, a carrier called U&D Service Inc. opened for business in Indianapolis. And under the American Federal Motor Carrier Safety Administration (FMCSA) rules, any new carrier is subject to especially rigorous safety monitoring for the first 18 months of its operation.

U&D never made it to the dozen-month stage.

In February, the FMCSA shut U&D down, declaring the company an “imminent hazard” to public safety. In its statement the FMCSA reported that in a three-month period starting Nov. 3 and ending Jan. 27, the Indiana State police conducted 26 roadside inspections of U&D’s trucks (we told you it was rigorous). Among other things, the police issued:

- **12 citations** for drivers lacking CDLs;
- **10 citations** for exceeding vehicle weight limits;
- **8 citations** for exceeding tire weight limits;
- **21 citations** for English proficiency violations.

The Indiana State Police found that many of the company’s drivers could not answer basic questions such as, “where are you going?” and “where are you coming from?” In at least one case, an Indiana State Police officer told a driver he was out-of-service and could not leave the inspection area, but the driver just drove away.

U&D was not the first fleet to be shuttered since the CSA (Carrier Safety Analysis) system came into effect. It won’t be the last.

It has been one year since CSA rankings have been open to the public (and to your competitors) and research shows most (compliant) fleets running into the U.S.A. clearly see CSA as beneficial to the industry, especially when compared to its predecessor, SafeStat. As Schneider National’s Vice President Safety Don Osterberg says, “CSA on its worst day is better than SafeStat on its best day.”

But there are issues. Fleets and drivers are facing unprecedented public scrutiny. Industry members are not happy with the degree of transparency CSA foists upon them and some carriers, in particular smaller ones, are finding that shippers, brokers and insurance companies are applying extraordinary scrutiny to their operations.

Also at issue: The fact that your fleet’s score is adversely affected if a driver is involved in an incident that is entirely beyond his control and, if your driver does cause a problem and you fire him immediately, his inspection reports will still be affected for the next 24 months.

However—the FMCSA is constantly working with industry groups to iron out problems—and it would appear that CSA has been (we know, we know it’s only been a year) a success story. — **By Today’s Trucking Staff**

## CSA Meets Fear Factor

The American Transportation Research Institute (ATRI) keeps its finger on the trucking-industry’s pulse. Recent ATRI research on CSA shows that among other things, carriers have shown demonstrable signs of altering their practices to accommodate for changes brought on by CSA. Other ATRI findings:

Percentage of drivers who say CSA has forced carriers to lure better-quality drivers:	<b>25</b>
Percentage of drivers who showed “extreme concern” that they might be dismissed because of CSA:	<b>33</b>
Percentage of owner-operators who fear they will get less work because of CSA:	<b>33</b>
Percentage of owner-operators who fear their services will be “less” or “much less” in demand than before CSA:	<b>33+</b>
Percentage of driver pool CSA will eliminate, according to recent industry estimates:	<b>10 to 20 percent</b>
Percentage of fleets opting to install electronic onboard recorders because of CSA:	<b>19</b>
Percentage of fleets adopting speed limiters because of CSA:	<b>16</b>



# Q&A How's It Goin', Big Guy?

TODAY'S TRUCKING contributor **Deborah Lockridge** caught up with **Don Osterberg**, vice president of safety at one of the biggest fleets in North America, **SCHNEIDER NATIONAL**, and asked a few questions about his CSA experience, one year after the FMCSA made CSA data available to the public. Here's an abridged version of their discussion.



## Where are we today vs. a year ago?

I predicted CSA would create visibility and drive accountability, which would have the effect of driving carrier and driver behavior. And it has. One of the reports I get monthly shows Schneider's number of inspections with violations, and it's been a dramatically southeasterly sloping favorable trend line in the reduction of inspections with violations. Immediately above that graph is one that essentially shows our CSA BASICs score, which is a relative score to comparably sized carriers. The reality in CSA is you have to improve at a rate faster than your competitors in order for your score to improve. What we see is while our scores are improving, the slope of that line is flatter than the slope of the line that represents our inspections with violations. Said another way, the CSA rising tide is raising all boats, from my observations.



## What areas still need to be addressed?

I've really been encouraged that the FMCSA has been actively listening to those areas that need to be tweaked. Most importantly, we need to address the issue of crash accountability. Company drivers and motor carriers should not be assessed CSA points for crashes that they had no way to prevent. Probably the second one, more broadly speaking, is severity rankings need to be addressed. A specific example I use is low tread depth on trailer tires, which carries a severity of 8 out of 10. We did a very comprehensive test with Goodyear at their San Angelo, Texas, test facility. We tested maneuverability and stopping distance on both wet and dry pavement with new trailer tires and with trailer tires less than 2/32-in. tread depth. There was no measurable difference in the performance—low trailer tire tread depth doesn't correlate to crash risk. Certainly low tread depth on a steer tire, perhaps even a drive tire, could have clear causal implications for crashes. Not so for trailer tires. Those should be weighted much lower, perhaps 2. A third area where improvement is needed is the consistency and timeliness of reporting from the states, so we have a more level playing field across all the states.



## What other steps have you taken to improve your CSA scores?

The number-one thing to affect changing behaviors is just visibility. When we can communicate the importance to our drivers, I think they very quickly recognize that they really have skin in the game. I think the essence of the A in CSA, accountability, has caused drivers to say to themselves, "I'm accountable, so I'm going to do a more thorough pretrip inspection." Just education and awareness and using the data to give visibility to driver behavior so it can be addressed. There are a few areas related to vehicle maintenance where we've modified a number of processes. We are doing more proactive trailer inspections. We've changed the pull point for trailer tires—we don't want to risk an 8-point severity violation for low trailer tire tread depth. Again, the granularity of the data that is now available, helps sharpen focus on those areas.

## CTA's 6-Step Program



## Want To Keep Your Ratings Good?

You need serious drivers' buy-in. Earlier this year, the **Canadian Trucking Alliance (CTA)** offered the following six pointers to share with your drivers.

**1** Make sure you understand and follow the FMCSA safety rules and regulations. As a driver, you share safety responsibilities with your employing motor carrier in several areas. For example, you must make sure that your vehicle is in safe operating condition, that you are well-rested and sober when you drive, that you drive within speed limits, and that you follow Hours-of-Service rules.

**2** Become knowledgeable about the new Behavior Analysis and Safety Improvement Categories (BASICs) and how FMCSA will use them to assess safety. You can learn about the BASICs and the new Safety Measurement System (SMS) at the CSA Website (<http://csa.fmcsa.dot.gov>).

**3** Review your Pre-Employment Screening Program (PSP) record at [www.psp.fmcsa.dot.gov](http://www.psp.fmcsa.dot.gov) and make sure that the information is accurate. If you find any data that is inaccurate, you can have it reviewed through FMCSA's DataQs program.

**4** Keep copies of your inspection reports and review them to see where you can improve. You should know that CSA considers all roadside safety violations—not just out-of-service violation—which is different from the former SafeStat model. Therefore, under CSA, all roadside inspection results are more important than ever to you and your current and future employers.

**5** Learn about your employer's safety record. Safety information on motor carriers is publicly available online through the Safety Measurement System.

**6** Visit the CSA website. FMCSA continually updates the site with new information and materials. Here, you can find explanations, answers to questions, articles, fact sheets, briefings, and more. You can also sign up for the email subscription service and RSS feed to get the most up-to-date information, and submit questions about the new program. [www.csa.fmcsa.dot.gov](http://www.csa.fmcsa.dot.gov)



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# The \$60,000 Questions

**BY JASON RHYNO**

**R**ichard Mikes, managing partner with Transport Capital Partners (TCP) is relating a conversation he had with a carrier he spoke with recently.

The woman, he tells me, sat back and looked at her drivers, how many runs they make in a week and what they were getting paid. She asked herself, "Would I do that job for \$50,000?"

"No, I wouldn't," she told Mikes.

"Sixty-thousand is not an unreasonable rate to expect to be paying these drivers," she continued. "Will I go out and raise my wages tomorrow? Of course not. But the whole industry is going to have to gravitate towards that in the next few years," she said, "or we're really going to be in a mess."

The conversation stemmed from TCP's 2011 fourth quarter Business Expectations Survey that found that 65 percent of carriers believe that wages must be more than \$60,000—up from 49 percent in May 2011. During the same period, the American Trucking Associations' (ATA) data in driver turnover rates jumped from a range of 40 to 50 percent up to nearly 90 percent.

"Here we are now with two-thirds of the carriers versus half saying that we have to have wages above \$60,000 to attract and retain people in this industry," Mikes says.

**Q1** Is that how much it's going to take to keep a good driver?

**Q2** What do you do when you learn keeping your driver churn low takes a lot more than mere money?

# The \$60,000 Questions

## Here's Some Money, Now Go Away Driver Shortage

There's the long-term problem and the short-term problem. Long-term, yes, there is the issue of an entire generation retiring—a generation that decided to stick around when the economy took a dive. "We dodged a bullet there," Mikes says.

But, he explains, recent reports have shown a big pop in freight rate increases—well before the spring shipping season. "It's happening now so we've got a lot of pressure to just retain drivers, not increase the pool of drivers, in the short term. And to protect their driver base, you're probably going to see a number of carriers bumping wages two, four, or six cents a mile."

Yet in that same TCP survey, carriers reported that current ROI isn't keeping pace with costs. Imagine, Mikes explains of the current dilemma, that you are running your old trucks, replacing as

necessary. You aren't going to buy any new trucks to meet demand. So you increase your supply of trucks because you aren't getting adequate return—you've got 10 percent unseated, anyway—and the only way that you can get drivers to drive your trucks is to bump wages up 20 percent.

"How are you going to balance that 20-percent increase when you are going to immediately give a nickel to stop the churning of drivers between carriers, and you're getting two bucks a mile so there's a two-percent increase you're going to shippers with just on pay."

For TCP, that's the message they are trying to get out to carriers for 2012: balance. Balancing available trucks with rising freight volumes and balancing driver wages with existing rates.

While drivers—good drivers—clearly do deserve a wage increase, throwing money at the problem blindly is not going to solve the long-term driver shortage nor will it solve the short-term driver retention problem.

## Take a Look at the Carrier in The Mirror

Let's remove all the rising costs from the equation for a moment, and simply look at the job of driving, of why it's hard to find good people, and the very harsh reality that the main reason for a driver shortage may be because nobody wants to do the job.

People are an organization's most valuable resource—especially in trucking. And while income is incredibly important, people—by their very nature—need more than just a paycheck at the end of the day. They need support. Given the high amount of stress that drivers face every day, that support can be just as valuable as to the amount they are paid. This may be no more important for any generation than for the one that will be filling your seats in the next ten years.

"It would be idiotic not to address the needs and concerns of drivers," says Carolyne Blais, recruiting manager with Kriska Transport out of Prescott, ON.

Kriska, an over-the-road carrier, has been nominated as one of Canada's 50 Best Managed Companies, and more recently, was one of six Canadian carriers to make the Truckload Carriers Association's list of The Top 20 Fleets to Drive For.

Blais says that there's a number of things they do. "Pay is certainly part of it—we have a very competitive pay package here," adding that "for the kind of work that we do, we're able to offer our drivers more home time than other over the road carriers do."

Don't be mistaken, either—Kriska puts new hires through a regimented probation period. "We don't like unseated capacity anymore than anybody else, but there is a really strong mandate here that says we will leave that truck parked before we put a person in who doesn't meet our standards. A lot of people in the industry can't say the same thing."

"I hear sometimes from individuals about another company where they went in expecting to fill out an application, and the next thing you know, they were already road tested and tossed into a class and it's the same day—are you holy friggin' kidding me?"

If Kriska hires a driver with 30 years' experience who complains about going

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through orientation and having to road test, they won't fit in with the culture, Blais says. "The kind of people that are attracted to our company realize that we have an image to keep here, it's part of the business that we do, it's something our customers are expecting us to do—that's the kind of person we are attracting."

They've also gotten out of the age-old carrier recruiting game of poaching from other companies by developing an apprenticeship program. Read: hiring new drivers.

"With the aging workforce, and the never-ending babble that we all do of 'over the road is really tough and most people aren't going to do it for the rest of their lives,' when you put all those things together, stealing drivers just doesn't make sense."

### Culture, Communication, and Crafting Your Drivers

Blais says that the apprenticeship program is their single biggest weapon in overcoming the driver shortage. "Every experienced driver was a new driver when they first started in this industry—somebody took a chance on them."

"We're big on doing that and we manage that risk by having a good, solid program."

The apprenticeship program has strong relationships with schools, offers in-class training, and six weeks of one-on-one in-cab driving, with constant communication and feedback.

"That's a huge factor for new people coming into the industry right now," Blais says. "We don't see people coming into the industry who grew up on a farm and know intuitively how to drive something that's bigger than a Neon—that's not the labor market. People want to go to a company that's going to give them that practical application so they don't go into the big, bad world all by themselves and get into trouble."

For Kriska, it's all about support, monitoring performance and limitations, then—and here's that word again—balancing that with their customers needs.

They also make their executives go out on hauls once a year, and starting this year, drivers will spend time in the office.

I asked Mikes, a certified economist and all-around numbers guy, whether sup-

port programs and a strong culture is of higher priority than signing bigger checks.

"I'd get some arguments from some people but I'd say it's a higher priority than wages, personally. I don't know any business that can survive long-term effectively, efficiently, productively and with profits when you have a 100-percent turnover of your employees a year," he says.

How to work with drivers is one of the

biggest challenges for any carrier, but culture, support, financial perks—it all starts from the executive level.

"You've got all these people depending on you—drivers, mechanics, dispatchers," Mikes says. "You've got to be the good shepherd. I really believe that."

"And by the way," he adds, "that driver is your salesman when he backs up to the dock." ▲

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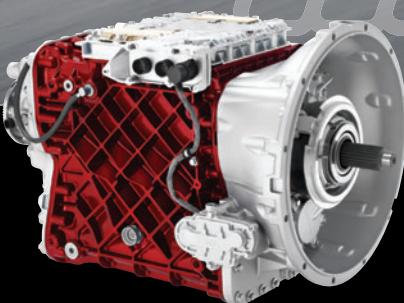


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While you'll be running on good ole stove oil for the foreseeable future, alternatives are rapidly splashing down the pipe and some are closer than you think. And no, there's nothing fishy about algae-powered engines.

BY ROLF LOCKWOOD

**S**O HERE'S THE BIG QUESTION: how long will the diesel engine and its favorite fuel continue to haul the goods that keep North America rolling? Given countless variables, more likely political than technological, there's really no way to answer that one firmly. Data on actual oil reserves is scarce anyway, and a huge percentage of those reserves are held by governments that don't know or won't reveal the size of their holdings. Here in Canada we do know, though a few facts may raise your eyebrows.

Despite being the world's fifth-largest energy producer—including various petroleum fuels, coal, uranium, and hydro-electric power—we're not really self-sufficient. At least not at present.

Our oil-sands deposits give us easily more oil than anyone else on the planet but only about 15 percent of that black gold is readily producible right now, so we end up being second to Saudi Arabia in terms of proven, ready-to-roll reserves. Depending what you read, Venezuela might grab second place. Still, you'd think that would be enough to let us sleep at night.

But hold on. We actually import about 55 percent of the oil we use, from the Middle East, Venezuela, and elsewhere, even though the stuff is right here in abundance. Why do our own reserves only supply the other 45 percent? For two main reasons: one, the strong majority of Canadian oil consumption occurs in central Canada and it's simply too expensive to ship it there from the west; and two, much of the oil we produce is of a sort that our own refineries can't handle.

All of which is to say that we shouldn't feel too cocky, and that we should take both conservation and the search for oil alternatives very seriously indeed.

Getting back to trucks and trucking, we do have natural gas to displace diesel fuel at an ever-quickenning pace in the short term. It's coming on strong, but it's pretty safe to say that diesel will power most of our trucks for some time to come. And the good old diesel engine will continue to show off its legendary efficiency much as it's always done.

Ah, yes, but will it always run on petroleum-based fuels?

## Diesel's Still King

Despite carbon-dioxide emissions, increasing costs and declining reserves, it's generally agreed that conventional diesel fuel will remain the dominant fuel for commercial vehicles for at least the next 20-25 years.

"We expect diesel will remain the most significant transportation fuel for the foreseeable future," says Volvo Trucks spokesman Brandon Borgna, "but petroleum is a finite resource and we must develop alternatives. There are many road bumps to overcome for alternative-fueled vehicles to be pervasive, most notably infrastructure development for refuelling stations."

Can other fuels be used effectively in place of diesel? Is natural gas, for instance, really the answer? Is biodiesel, whether natural or synthetic, a solution for the long term?

"We believe the path towards diesel alternatives is a process," says Brian Daniels, product manager, powertrain, at Daimler Trucks North America (DTNA).

"Our strategy for the future of mobility encompasses three areas of focus: one, optimization of our vehicles with advanced internal-combustion engines; two, further efficiency gains through hybridization; and three, emission-free driving with electric vehicles powered by the battery and the fuel cell."

"While we do not see diesel being displaced as the primary fuel

# Diesel's Future

for the foreseeable future, we do believe that in the short term, natural gas, hybrid, and fully electric vehicles may provide alternatives for specific applications," says Daniels. "These platforms will provide a stepping stone to longer-term solutions such as zero-emissions hydrogen technology."

## The Other Fuels

For trucking, if it's not going to be diesel, think natural gas for now (see "The Price of Gas These Days," p. 28, *Today's Trucking* December 2011). There isn't much we don't know about this one already, and the recent announcement of a partnership between Navistar and Clean Energy (see p.15, in Dispatches) seems likely to push natural gas further into the limelight. We'll give it a pass in this article, as it's an obvious option already. And with a century's worth of reserves in North America, it's going to stick around.

The other two leading candidates to replace conventional diesel appear to be both dimethyl ether (DME) and algae-based

## Fuels

biodiesel in the longer term. But not too long. See details below.

There's another coming option: infinitely abundant hydrogen by way of fuel cells, and its biggest proponent is Daimler in Germany.

"Hydrogen is the fuel of the future," a Daimler spokesperson in Stuttgart told us. "In driving mode itself, no harmful emissions are produced when hydrogen is used as a fuel for fuel-cell vehicles. The reaction product of hydrogen and oxygen in the

waste restaurant grease, the conventional sources are well known. These first-generation biofuels are popular in some corners but even if you added them all together, you couldn't cover more than a small part of our transportation-fuel needs.

Biomethane is a useful option. Infinitely renewable and readily available, it's a low-carbon fuel that can be produced locally from organic waste at landfill sites. That offers significant potential, and there are already several landfills with integrated



**▲ BUDDY CAN YOU SPARE A DME?** Volvo's been using DME, a colorless biodegradable gas in 14 trucks in Sweden since the summer of 2010.

**FRINGE NO MORE:** Time was—and very recent time at that—liquefied natural gas was considered iffy. Now, with companies like Shell and Westport getting into the LNG marketing game, the gas has taken on new prominence. ▶

fuel cell is only water/water vapor. If hydrogen is extracted from regenerative energy sources, the vision of emission-free, sustainable mobility can become a reality. In order to make driving fuel-cell vehicles more attractive for the user, hydrogen must be offered as fuel across a universal network of filling stations."

While there are big fuel-cell vehicles operating now, including many Mercedes Cito buses and even a few trucks in California, this option is still quite far away in mainstream terms.

### The Renewables

In this category everything starts with "bio" and the range of sources is as wide as could be. From corn and soy and on to



fuel-production facilities that make a natural gas equivalent. In a perfectly circular way it can then fuel the garbage packers that bring the waste in.

Chemically it's the same as conventional natural gas, which means properly processed biomethane can also be delivered into the country's gas pipeline network, displacing conventional natural gas. That's what Clean Energy does at its landfill-gas processing facility in Dallas, and it will soon build more.

Europe is especially keen on biomethane, and in Sweden half of its 15,000 or so natural-gas vehicles use it.

### How About DME?

Gaining a lot of traction is dimethyl ether, or DME, led by Volvo. It's had 14 trucks running on the fuel in Sweden, including a hybrid-electric garbage truck, since the summer of 2010.

DME is a colorless gas that's biodegradable, non-corrosive, and will not contaminate soil or aquifers in the event of a leak. A diesel engine can be converted to run on DME with just minor modifications.

According to European Union estimates, by 2030 biomass-based DME has the potential for replacing more than 50 percent of the diesel fuel currently used for heavy-duty road transport. It can also be made from natural gas, though the ideal source in Volvo's eyes is biomass such as 'black liquor' derived from waste at pulp and lumber mills.

DME is a gas that's transformed into a liquid under low pressure, which makes it relatively easy to handle. It's somewhat like propane—sometimes called synthetic LPG—and can be transported the same way. It's already used today, as the propellant in most spray cans and as the fuel in cigarette lighters.

Its efficiency rating, says Volvo, is as high as that of an ordinary diesel engine. The combustion process produces no soot, so a far simpler exhaust aftertreatment can be used.

### The Algae Option

The most interesting—and promising—renewable fuel source is algae. Turns out between 50 and 60 percent of algae's composition by weight is something called lipid oil.

Betting people are putting money on this one, as ExxonMobil and many others have done in recent years. Actually, algae's fuel potential was first uncovered in the late 1970s but now the hunt is well and truly on.

In this case it's all about the yield. Turn any old acre of land over to algae production, and you'll end up with 10,000 gal of oil every year. Other reports claim the figure is actually 100,000 gal if all the right things are done. Either way, compare that to soy with a yield of under 100 gal per acre, maybe closer to 50.



**VITAMIN SEA:** A growing contingent of experts are touting algae as a viable fuel source. In fact one proponent says if we devoted 0.1 percent of the land mass of New Mexico to the product we'd have enough to cover all of America's transportation-fuel needs. Seriously.

In fact, one algae proponent says if we devoted one-tenth the land mass of New Mexico to making such 'scum' and then extracting the oil from it, we'd easily cover all of America's annual transportation-fuel needs. Cars, trucks, trains, and whatever else included. It might only take part of

Prince Edward Island to cover Canadian needs. Seriously.

No wonder there are those who call it the Holy Grail of biodiesel. Some researchers say it can be ready for commercial distribution by the end of the decade.

## The reason for algae's extraordinary yield

rate is the speed with which it grows, of course, but there are hundreds, even thousands of different kinds of algae, so pinning down the right one has proven difficult.

So far, finding the right route to commercial viability has also proved elusive, though the potential is so huge that efforts aren't likely to let up soon.

## The Path Ahead

In the near-term renewable world, biomethane is here now and DME probably not too far away. But the star of the present-day show is still a fossil fuel, namely natural gas. It has lots of growth potential but it may really be a transition fuel that will bridge the gap between diesel and bio-something in the future.

The inescapable truth in all of this is that no single fuel or source of motive power will dominate the world of trucking as diesel has done for many decades. There are niches all across the freight-hauling world in terms of the work that needs to get done, and so there will be niche answers. Including hybrids and electric vehicles, of course.

Until someone figures out the algae challenge. ▲

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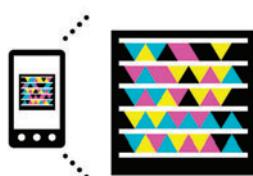
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# In Gear

**INSIDE:**  
**49** Lockwood's Products  
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EQUIPMENT NEWS, REVIEWS, AND MAINTENANCE TIPS



**END BAD AIR DAYS:** Trailer skirts that re-route the wind are just one of the handful of add-ons that pretty much guarantee early and measurable ROI.

## Products that Pay

**tech tips** Looking for a way to save a little coin without breaking the bank in the process? Here's some gear that comes with a payback. By Jim Park

**E**ver notice how those products that promise miracles and hope usually turn out to be soap? Well, here's an editor's pick list of reasonably priced add-ons that come with a quantifiable payback. When you slap your cash on the barrel, you want value for your money, even a return on your investment.

In the right applications, we believe the items mentioned on this short list will provide that elusive payback. They may not work for everyone, but the numbers will work more often than not.

### Wide-base Single Tires

When you talk about wide-single tires, two advantages immediately come to mind: improved fuel economy and weight savings. The weight savings are tangible, the fuel savings are too—but less so.

The difference between a set of duals on aluminum wheels and a pair of wide-singles on aluminum wheels is about 750 lb on a 5-axle combination unit. In a general-freight application, 750 lb may or may not be significant, but in weight-sensitive applications, 750 lb could provide significant productivity gains over time, or provide a margin of comfort at the scales.

The fuel economy benefits of wide-singles have been proven in numerous tests as well as in real-life experience, but the reported improvements vary with the applications and other factors. For example, switching from fuel-efficient duals would yield less of an improvement than switching from deep-lug duals.

Reports of premature tire wear associated with wide-single tires in some applications are common, but by no means

universal. While it's safe to say that tire makers are working to solve those problems, careful analysis and consultation is recommended before making the switch from duals to wide-base singles.

Changes made to various provincial weights and dimensions regulations in recent years have upped allowable weights to 7,700 kg per axle in most jurisdictions, while Ontario and Quebec now allow 9,000 kg per axle, granting wide-single tires weight parity with duals. The barriers to reciprocity with U.S. weights are gone, but full Canada-wide buy-in at 18,000 lb per tandem grouping remains a barrier to widespread acceptance of wide-single tires.

As well, retrofitting is generally not considered cost effective due to the cost of switching hubs and axles, etc.

### Trailer Skirts

Reports of up to a mile-per-gallon improvement in fuel economy with trailer side skirts are not uncommon—and they are coming from users, not the product manufacturers. Many manufacturers are claiming fuel savings of between five and 10 percent. However, these gains could be

# A PENNY HERE, A PENNY THERE

There are hosts of handy little products that are so simple and so inexpensive they'd never even draw a second glance from the bean counters, but they offer a disproportionate return on your investment.

### BRAKE STROKE INDICATORS

When installed properly, they could virtually eliminate brake overstroke conditions if drivers checked them regularly.

### TIRE BALANCING COMPOUND

Various powders and beads help keep a tire in dynamic balance regardless of the progression of irregular wear. The material self-adjusts as the tire rotates, always seeking the low point in the tire to maintain balance.

### ELECTRIC BLANKETS

You may have seen these in truckers' stores around the country. They also come in a mattress pad, and plug into the cigar lighter. They'll keep drivers warm on the coldest nights with zero fuel consumption. If the batteries are good, you'll have no worries about startup.



offset by potentially higher maintenance costs. Durability and impact resistance remain to be proven. Trailers typically have a 10-year lifespan, and few of these devices are more than two years old.

They are generally fairly light (150 to 300 lb installed) and reportedly easy and quick to install (three to five man-hours). Their effectiveness varies by design, but it's generally accepted that the closer they are to the ground and the closer to the trailer bogies as practicable yields the best results. Unfortunately, that also raises the potential for damage from obstructions and impacts, as well as driver mis-handling. The next question to arise is whether a fatally damaged panel can be removed and stowed at roadside by a driver with few tools.

While it's still early days for these aerodynamic devices, reports we've seen from the field of fuel savings potential are promising, but as usual, some are better than others and therefore any investment is such devices should be preceded by a healthy amount of research.

### Climate Control

With fuel prices hovering around the four-dollar-a-gallon mark and anti-idling regulations popping up everywhere, pretending that idling is a cost-effective way of keeping the cab comfortable in extreme temperatures is a mug's game. Some form of on-board climate control is no longer an option.

Traditional diesel-powered auxiliary power units (APUs) remain a viable option, even though tier-four diesel emissions regulations have tightened the market a little. As well, frame-mounted models find themselves competing for space on some chassis with DEF tanks, fuel tanks and in some cases, exhaust aftertreatment systems. Weight remains a concern, but with more states and provinces granting weight exemptions for working APUs, that's becoming less of an issue.

As stand alone units go, the diesel-powered APU offers nearly unlimited operating time (determined by fuel supply), and near instant heating and cooling capacity. Many of the less reliable units have been culled from the market, leaving a smaller selection of better product to choose from—but maintenance and reliability remain concerns among fleet users.

Battery-powered systems are making inroads, but they come with strings attached too. Their efficacy is determined by charging cycles. While many offer reasonable cooling cycles following an eight to 10 hour charging cycle, their performance is limited if the charge isn't brought up to full potential. As well, they're still not running much beyond 10 hours per full charge.

Weight—with a bank of four AGM deep-cycle batteries—is comparable to a diesel APU, but they can be mounted

under the bunk or inboard on the frame, thus preserving frame space.

Electric cooling systems have the advantage of being readily adaptable to shore-power facilities if available, negating the need for battery charging. Most electric HVAC systems are paired with diesel-fired heaters for winter service.

The diesel-fired heater remains a very cost-effective way of heating the cab and sleeper, and engine too, if so equipped. Depending on the sphere of operation, a cab heater could be all that's required to keep drivers warm. As for cooling, if you're not running too far south, a motel room might be a cost effective alternative to an on-board cooling system on those really warm summer nights.

### Automated Manual Transmissions

Despite the price premium associated with automated manual transmissions, they continue to gain market acceptance. Driver preference and fuel savings potential lead the list of perceived advantages over manual transmissions.

While the AMTs are not, themselves, more fuel-efficient to operate, they can provide fuel-economy benefits when compared to manual transmissions by improving the shifting habits of less-than-perfect drivers. Some estimates suggest



there can be a difference of up to 30 percent between the best and the worst drivers in terms of shift and throttle management. AMTs help level that playing field, improving the worst drivers' performance and bringing them closer to that of the best drivers. Really good drivers may not see any improvement in performance, but they'll probably enjoy the lighter workload offered by an automated manual.

These days, you can't afford to ignore the recruiting and retention payback. Anything that will differentiate your fleet from a competitor will help.

## CVSA's North American Standard Out-of-Service Criteria handbook

For less than \$50, this guidebook unlocks all the mysteries to CVSA's out-of-service criteria. In the book are four sections the inspectors use to determine fitness for operation, or conversely, the things that can ground a truck or driver.

Part I deals with driver violation, part II deals with critical vehicle inspection items that help inspectors identify at what point a commercial motor vehicle can no longer be safety operated. Part III provides guidance for unsafe hazardous materials transportation, including both conditions which fail to communicate a hazard and those which are themselves hazards. The fourth section is a pictorial guide to conditions relating to vehicle condition and various cargo securement violations that, alone, make the book worth the price. All the photos were taken at roadside during routine inspections.

The vehicle section features illustrations and descriptions of defective components and tell inspections what to look for when conducting Level 1 inspections. Although it's not designed to be a fleet maintenance manual, it's useful in that context. If there's ever any doubt as to what constitutes a vehicle defect, this book will clear up any confusion that might exist.

So, there's a relative handful of gear that comes with a quantifiable payback. Not everything will suit every operation, but there is still a lot of low-hanging fruit that that can save money and reduce aggravation. And how much of a price can you put on that?

## Tire Inflation Systems

Said to be a no-brainer by fleets that use them, automatic tire inflation systems will usually pay for themselves by the second or third tire they save. And that's just capital cost. When you factor in the cost of downtime, loss of customer confidence and driver dissatisfaction, you'll find yourself financially ahead pretty quickly—especially if you're running wide-base singles in a trailer position.

Tire inflation systems are, for the time being, only available on trailers. But considering that trailer tires are the most

neglected bits of equipment in any fleet, any help you can get keeping those wheel positions properly inflated isn't going to hurt in the long run.

Tire inflation systems are now available that can identify the leaky tire to aid technicians in fixing the tire. Several makes now offer a pressure reduction option to maintain optimum inflation pressure at all times, regardless of ambient

temperature. It's well known that inflation pressure will vary by about 1 psi for every 10-degree change in temperature, so inflating a very cold tire to recommended pressure in a northern climate could produce a dramatically over-inflated tire in southern climes.

The systems are designed to last the life of a trailer and then some, so a satisfactory ROI is all but guaranteed. ▲



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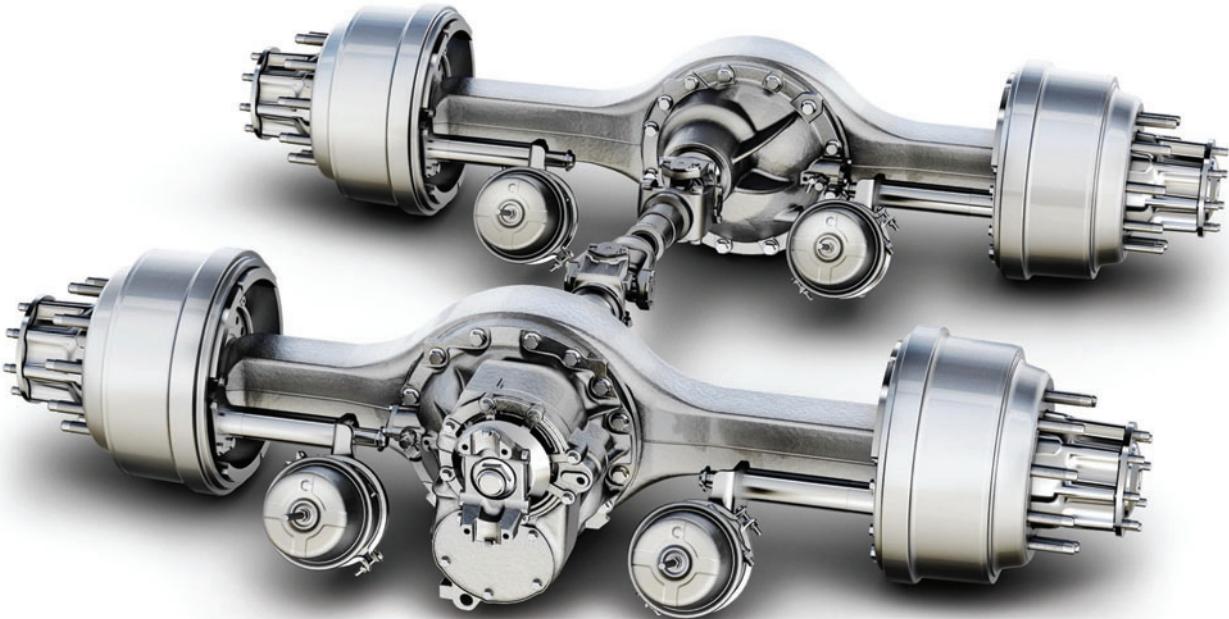


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WHAT'S NEW AND NEWS FROM SUPPLIERS

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# DETROIT OFFERS AXLES

## DETROIT DIESEL ADDS AXLES TO ITS 'INTEGRATED POWERTRAIN PORTFOLIO'

**D**etroit-brand axles are now available to order for Freightliner, Western Star, and Freightliner Custom Chassis vehicles, as well as Thomas Built buses, from Daimler Trucks North America. It's a complete line covering every trucking segment, including steer axles and both single- and tandem-drive rears.

Produced at the same Michigan facility as Detroit's engines, the axles are compatible with all braking systems offered on DTNA trucks.

The steer-axle lineup offers ratings from 6000 to 20,000 lb, including a unique 12,500-lb rating. Featuring a "weight-optimized" I-beam, Detroit's steer axles are claimed to be up to 40 lb lighter than competitors.

Detroit's steer axles have an interesting needle-bearing design that's said to reduce wear and tighten tolerances, resulting in better performance and less maintenance, while friction and thrust bearings reduce chatter and enhance steerability, DTNA says. The I-beam

design and steering layout result in a wheel cut of up to 55 degrees.

With no pinion-head bearing, Detroit's tandem axles are said to feature more space for a larger and stronger differential. The offset design with above-center rear-axle pinion position improves drive-line angles, the company says, reducing vibrations and increasing durability. Additional benefits include an oil deflector which ensures full lubrication of the power divider at very low speeds, eliminating the need for an expensive oil pump; an input seal inside the bearing cage and separated from the threaded ring for improved sealing; and a larger power divider for improved stability and reliability. Optional driver-controlled or automatic diff locks are available.

Detroit tandem axles are available from 34,000 to 46,000 lb, including an intermediate-track 40,000-lb alternative for easy switching between wide-based single and dual tires.

Single rear axles are available in weight ratings from 13,000 to 23,000 lb, with precision-machined gear sets, resulting

## Product Watch

in enhanced efficiency, higher torque applications, and quieter operations, says Detroit. Designed with fewer parts and a larger differential, they should offer improved durability.

A "comprehensive" warranty is joined by Detroit's carrier exchange program which enables dealers to exchange carriers or upgrade axles on trucks post-build.

See [www.detroitdiesel.com](http://www.detroitdiesel.com)

### CUMMINS ISX12

NEW ENGINE IMPROVES ON THE ISX11.9, BROADENS APPLICATIONS

**Cummins** says its new ISX12 engine offers "significant" fuel economy improvements for regional-haul, vocational, and specialty applications.

An evolution of the ISX11.9, released about 18 months ago primarily for vocational use, the revised engine is said to deliver fuel economy improvements of as much as 12 percent in such work. The gain is "up to 5 percent" in regional hauling.

The ISX12 is said to be a step above the previous model in this power range—310 to 425 hp—by way of improvements



realized through optimized calibrations.

Featuring better pulling power, "excellent" driveability, and strong clutch-engagement torque, says Cummins, the ISX12 is designed for rigorous duty cycles, including those for work trucks such as dump, mixer, and refuse trucks. Full suites of horsepower and torque ratings are also available for fire and emergency vehicles, recreational vehicles, and motor coaches as well as regional-haul and daycab operations in class 8 trucks.

The engine flows out of what was called the Dakota project several years

ago, a co-operative venture with a couple of truck makers. The effort dissipated and today's engine is a much different beast than that original, though the 12-litre capacity has remained. It uses several components in common with the ISX15, including an enhanced cooled exhaust gas recirculation (EGR) system, a single variable-geometry turbocharger, and the proprietary XPI common-rail fuel system. Like all the company's big-bore and midrange engines, the ISX12 sports selective catalytic reduction aftertreatment.

For regional hauling and LTL distribution, standard ratings range from 310 to 425 hp (231–317 kW) and SmartTorque ratings from 330 to 425 hp (246–317 kW). For vocational applications, the ISX12 is said to offer a high power-to-weight ratio and 800 lb ft (1085 Nm) of clutch-engagement torque. Eight vocational and five refuse ratings are available, along with integrated rear- and front-engine power take-off and hydraulic drive options.

The ISX12 will be in full production this month.

See [www.cumminsengines.com](http://www.cumminsengines.com)

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## Product Watch

### REMAN TRANSMISSIONS

EATON EXPANDS REMAN TRANSMISSION WARRANTY FOR VOCATIONAL TRUCKS TO 2 YEARS

**Eaton Corporation** has extended the warranty coverage for its lineup of Eaton Fuller Reman and Eaton Fuller Flex Reman vocational transmissions from 18 months to 2 years. The company announced similar expanded coverage for reman linehaul transmissions last year.



Two years of coverage is now standard for all heavy-duty reman transmission models including the recently released Flex Reman models.

Eaton Flex Reman transmissions allow truck dealers to lower parts inventories while increasing availability to multiple models because they cover a wide range of torque ratings with no clutch housings.

See [www.roaddranger.com](http://www.roaddranger.com) and [www.eaton.com](http://www.eaton.com)

### SCALE'S AHEAD!

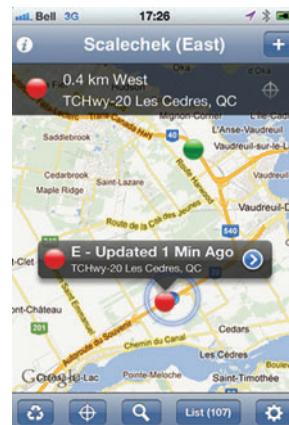
SCALECHEK SMARTPHONE APP TELLS DRIVERS WHEN THEY'RE APPROACHING A WEIGH SCALE

Here's an app for the iPhone, iPod Touch, and iPad that will alert the driver when he's coming up on a government scale, allowing him to make sure his logbook's in order, for example, or all his lights are working before he gets there. From Quebec developer **Marchaula**, Scalechek costs \$4.99 at the iTunes app store.

The app uses the GPS location capabilities of the iOS device. It requires iOS 3.1.3 or later.

The company said an Android version would be ready in March and it will consider a Blackberry version if interest is expressed.

Users can configure the application



to warn of an upcoming scale at either 10 or 50 miles away, or both, or just to visualize the location on the map. Scales in both Canada and the U.S. are covered. Both truck and scale location are displayed.

With enough users and enough co-operation, the app will also show whether a scale is open or closed. Marchaula says it envisions a "community of users" working together to keep the status of government weigh stations continuously updated. The app prompts drivers to indicate 'closed' or 'open' as a scale's status when arriving there, and that indication is instantly visible to all users.

See [www.scalechek.com](http://www.scalechek.com) and <http://itunes.apple.com/us/app/scalechek/id480683664?ls=1&mt=8> ▲

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## YOU CAN'T GET THERE FROM HERE (Or on this case, you can't get her from there)



Every month we print of a photo of a landmark visible from a major artery and award fabulous **Today's Trucking** caps to the first 10 readers who identify the object.

We sure didn't have to badger you to play along last month. The magazine was barely off the presses for our February issue before 10 truckers said they recognized the celebrity Groundhog Willie, who makes his home in Wiarton, Ont.

**This month's eye-catcher** has been hanging out over one of the most traveled strips of track in the country; and she's been waving there for as long as the **Today's Trucking** editors remember. Do you recognize her? If you do, call Jason Rhyno at:



February Answer:  
Groundhog Willie,  
Wiarton, Ont.

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By Peter Carter

# The Ballad of Keith and Kayla

Through a pair of broken Lenzs,  
you'll see trucking at its best.

**J**ust add C, F, G, two bars of slide guitar, a couple of fingers of CC and the following story morphs from a magazine column into a country song.

**Picture this:** Late one January Friday night, Keith and Kayla Lenz of Lacombe pack everything they own into a six-by-nine U-Haul. They're kissing some Alberta-style tough times goodbye and heading to new lives in Saskatchewan.

He's 32, a "Keith of all trades," and even though he looks like a biker, Keith's a self-professed pussycat. She's 22, a few months pregnant and determined to stand by her husband.

Riding shotgun in the '91 Chevy Sierra half-ton is their beloved dog Louise; behind the seat in a whelping box, Louise's five 12-week-old pups.

Ninety minutes out, Keith senses the truck's engine bogging down. He pulls over and realizes there's smoke under the hood. He peeks below and sees flames. The couple hustles the dogs out of the truck just as the first Canada Cartage rig arrives, one Steve Devavanyi at the wheel.

Devavanyi scrambles out of his rig, fire extinguisher in hand. As he tries to fight the flames that are swallowing the pickup and the trailer—another C-C rig pulls in, this one driven by Kelly Malanik.

The Mounties show up and some firefighters, too. But the truck and trailer are goner. Everything the Lenzs own—wallets, cash, jewelry, even their socks—was in that trailer.

So had it not been for the Canada Cartage drivers, Keith and Kayla would have been stuck on the side of the road in the cold and dark night, broke as the day they were born.

But Malanik opened her heart and sleeper berth to the Lenzs.

Turns out Kayla's mom lives in Red Deer, and Malanik had a drop in Calgary but then one in Red Deer. So she adopted the couple and their dogs for the next few hours. Fed and watered them. Wrapped young Kayla in a blanket to keep her warm. (Had this happened a month earlier, it would have been eerily nativity-story-ish.) She delivered them to Red Deer. Gave them hope.

Next day, the SPCA assumed care of the dogs. Also, to their own amazement, Keith and Kayla learned they didn't have fire-and-theft on their pick up. (I keep imagining Keith breaking that news to the missus: "I coulda sworn the man said we had coverage, dear. I really thought he did!" The heart sinks.)

And then due to family politics that I really don't want to know details about, bunking in with the in-laws became an extremely

short-term proposition. They had to find a new place to live.

Keith's and Kayla's worlds kept crashing and crashing.

The only single solitary LED light that shone through the whole nightmare came courtesy of truckers Devavanyi and Malanik.

The Lenzs think the pair ought to be canonized. "These people are HEROES!" he said in an email to *Today's Trucking*.

Malanik, of course, told me she only did what came naturally. She said heroism has nothing to do with it. (Oh! Did I mention that the folks at Canada Cartage also set up a trust fund for the Lenzs? Did I forget that part?)

Told you it'd make a good country song.



**KELLY'S HEROISM:** Canada Cartage Driver Kelly Malanik and her colleague Steve Devavanyi did every trucker a good turn that night in January.

The thing is, knowing what happened out there on that Alberta highway's not going to put any money into your bank account and it's not going to keep your trucks from breaking down. And it's certainly not going to cut your fuel costs any.

Still. When truckers like Malanik and Devavanyi put your industry's best foot forward like that, trucking gets a badly needed and very public high five.

Besides, you know better than anybody that your operation runs on more than diesel, DEF and AC Delco power. Sometimes, the thing that needs a good old-fashioned red's-on-positive jumpstart is your own morale, and that's where people like Steve Devavanyi and Kelly Malanik come in.

Keith's right. They are heroes. In different ways, to different people. ▲

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